GEORGE MASON UNIVERSITY
BOARD OF VISITORS

BOARD OF VISITORS MEETING
February 27, 2020
Merten Hall, Fairfax Campus

AGENDA

7:30 - 8:00 a.m. *(Room 1205)*	***Continental Breakfast***
8:00 – 8:25 a.m. *(Room 1201)*	**Executive Committee**
8:30 – 9:10 a.m. *(Room 1203)*	**Development Committee**
9:15 – 9:55 a.m. *(Room 1201)*	**Academic Programs, Diversity and University Community Committee**
10:00 – 10:40 a.m. *(Room 1203)*	**Audit Committee**
10:45 – 11:25 a.m. *(Room 1204)*	**Research Committee**
11:30 – 12:10 p.m. *(Room 1201)*	**Finance and Land Use Committee**
12:10 – 12:40 p.m. *(Room 1202)*	***Lunch***

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Hazel Conference Room

12:45 p.m. **I.** **Call to Order**

12:45 p.m. **II.** **Approval of the Minutes (ACTION ITEMS)**
- **A.** Executive Committee Meeting Minutes for December 12, 2019
- **B.** Full Board Meeting Minutes for December 12, 2019

12:45 – 1:00 p.m. **III.** **Rector's Report**
- **A.** Board of Visitor Public Comment Policy **(ACTION ITEM)**

1:00 – 1:10 p.m. **IV.** **President's Report**
- **A.** Core Campus Project Naming Resolution: Horizon Hall (first reading)

1:10 – 1:20 p.m. **V.** **New Business**
- **A.** Proposed BOV Bylaw Revisions – Carol Kissal and Brian Walther

1:20 – 1:30 p.m. **VI.** **Provost's Report**

VII. Committee Reports

1:30 – 1:35 p.m. **A. Development Committee**

1:35 – 1:40 p.m. **B. Academic Programs, Diversity and University Community Committee (ACTION ITEMS)**

1. New Program Approvals
    a. MS, Finance
    b. MS, Information Security Management
    c. PSM, Forensic Science
    d. MA, Peacebuilding
2. Faculty Actions
    a. Conferral of Emeritus/Emerita Status
    b. Elections of New Tenured Hires

1:40 – 1:45 p.m. **C. Audit Committee**

1:45 – 1:50 p.m. **D. Research Committee**

1:50 – 1:55 p.m. **E. Finance and Land Use Committee (ACTION ITEMS)**

1. FY 2021 Room and Board Rates
2. Debt Policy Compliance
3. Approval of SciTech Fiber Easement
4. Amendments to the 6 Year Capital Plan
    a. Addition of Eastern Shore Project to the 6 Year Capital Plan
    b. Increase the Budget for the Johnson HVAC Project

1:55 – 3:30 p.m. **VIII. Closed Session**

A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711. A.7)

B. Gifts, bequests, fundraising activities and contracts for services or work to be performed by the University (Code of VA: §2.2-3711. A.9)

C. Personnel Matter (Code of VA: §2.2-3711. A.1)

D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711. A.8)

3:30 p.m. **IX. Adjournment**

No public comment will be taken at this meeting.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Meeting of the Executive Committee
February 27, 2020
8:00 – 8:25 a.m.

Merten Hall, Fairfax Campus
Hazel Conference Room

AGENDA

I. Call to Order

II. President's Comments

III. Closed Session

- **A.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711. A.7)
- **B.** Gifts, bequests, and fundraising activities (Code of VA: §2.2-3711. A.9)
- **C.** Personnel Matter (Code of VA: §2.2-3711. A.1)
- **D.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711. A.8)

IV. Adjournment

No public comment will be taken at this meeting.

George Mason University
Board of Visitors

Development Committee Meeting
February 27, 2020
8:30 am – 9:10 a.m.
Merten Hall, Room 1203, Fairfax Campus

A G E N D A

I. Call to Order

II. Approval of Development Committee Meeting Minutes from December 12, 2019 (ACTION ITEM)

III. Closed Session

A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)

IV. New Business

A. Post-Campaign Analysis – Karen Greene, Marts & Lundy

V. Old Business

VI. Adjournment

George Mason University
Board of Visitors

Development Committee Meeting
December 12, 2019
8:30 a.m. – 9:20 a.m.
Merten Hall, Room 1203, Fairfax Campus

Meeting Minutes

Attendees: Chairman Jimmy Hazel, Vice Chair Lisa Zuccari, Visitor Mehmood Kazmi, Visitor Paul Reagan, Rector Tom Davis

Absent: None

Guests: Interim President Anne Holton, Provost David Wu, Vice President Trishana Bowden, Faculty Senate Chair Representative Shannon Davis, Faculty Representative Chris Kennedy, Faculty Representative Alan Abramson, Student Representative Natalie Gelbvaks, Student Representative Camden Layton, Robert Bull (The Compass Group)

I. Call to Order

The meeting was called to order by Chairman Jimmy Hazel at 8:30 a.m.

II. Approval of Development Committee Meeting Minutes from October 10, 2019 (ACTION ITEM)

Chairman Hazel called for a motion to approve the meeting minutes from October 10, 2019. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

III. New Business

A. GMUF Chair Report — Trishana Bowden

Trishana Bowden, President of the George Mason University Foundation, Inc., delivered an update regarding recent Foundation and Board of Trustees activities.

- The Board of Trustees expressed appreciation for their representation on the Presidential Search committee.
- To date, we have 18 nominations for new trustees for FY 2021. We continue to work towards our goals to increase diversity, skill sets, and alumni members, as well as broaden representation across Mason's colleges and schools. We hope to net 4-6 new trustees.
- The Foundation's new website, located at gmuf.org, went live in November 2019. It outlines the Foundation's mission and highlights its endeavors.

- Fall Board Cycle — The fall board cycle concluded on October 31, 2019, with the Foundation Full Board meeting. The Full Board approved a resolution to provide a $10.5 million gift to the university to further the Tech Talent Investment Program.
- The Foundation received a clean audit from the firm of Cherry Beckaert this fall.
- The Foundation is very excited to host the Virginia Foundations CEO's conference in June 2020.

B. University Advancement and Alumni Relations Report – Trishana Bowden

Vice President Bowden provided an update on the recent activities of the Office of University Advancement and Alumni Relations and shared several highlights from the past two months.

- As of December 10, 2019, we have raised $21.1 million with $3.6 million towards the endowment.
- Marts & Lundy completed the Faster Farther campaign analysis. We are using this information to assess the donor capacity for our next campaign. We have evaluated that we have $8 billion in donor capacity as determined by our wealth screening software. There is considerable opportunity for alumni giving and volunteer/engagement. We also need to maintain our focus on support from non-alumni partners.
- Our two alumni outreach officers are doing well.
- University Advancement has selected a new CRM system, Affinaquest by Salesforce. The product will be a $1.5 million investment with an 18-month integration period.
- A brief report was delivered regarding the activities and outcomes of the National Leadership Council held in early November 2019.
- A donor appreciation "Thank You" video was shown, which was distributed to 50,000 e-mail addresses over Thanksgiving. It is also posted on our website and social media channels. It will be sent out once more during the end-of-year solicitations.

Rector Davis asked about our known percentage of alumni giving. Stressing its importance moving forward, he requested a report on alumni giving. In answer to Faculty Senate Chair Representative Shannon Davis' question regarding the new CRM system, VP Bowden confirmed that the product will help us stay linked with recent graduates and students.

C. Arlington Innovation District Development Report – Robert Bull, President, The Compass Group

Robert Bull, President of the Compass Group, delivered an Arlington Innovation District Development report. Mr. Bull briefly discussed the mission of the project and provided a short biography of himself, and outlined the components of the

planning study with a PowerPoint presentation. Recent activities have included the following:

- Mason retained the services of the Compass Group in September 2019 to conduct a planning study to evaluate the potential of generating adequate support for the proposed Institute for Digital InnovAtion (IDIA).
- What will be critical to making the campaign successful? Multiple eight and seven-figure lead gifts (ideally one gift at $25 million); shared donor prospect strategies among Mason's schools/units; strong corporate volunteer leadership within the local tech community; and dedicated Mason personnel to champion and own the new initiative (programmatic, academic, construction, and fundraising).
- The total cost of construction is estimated at $250 million, with a government match of $125 million. The fundraising campaign number we are testing is $125 million. Interim President Anne Holton advised the split would be approximately $84 million for the building and $41 million for programmatic costs.

IV. Old Business

No old business was discussed.

V. Adjournment

There being no further business, the meeting was adjourned by Chairman Jimmy Hazel at 9:16 a.m.

Respectfully submitted,

Naomi Arlund-Roberts
Secretary pro tem

Post-Campaign Analysis

Karen L. Greene
Senior Consultant & Principal

A PRESENTATION BY

Marts&Lundy

Recap of *Faster Farther*

Raised more than $690M

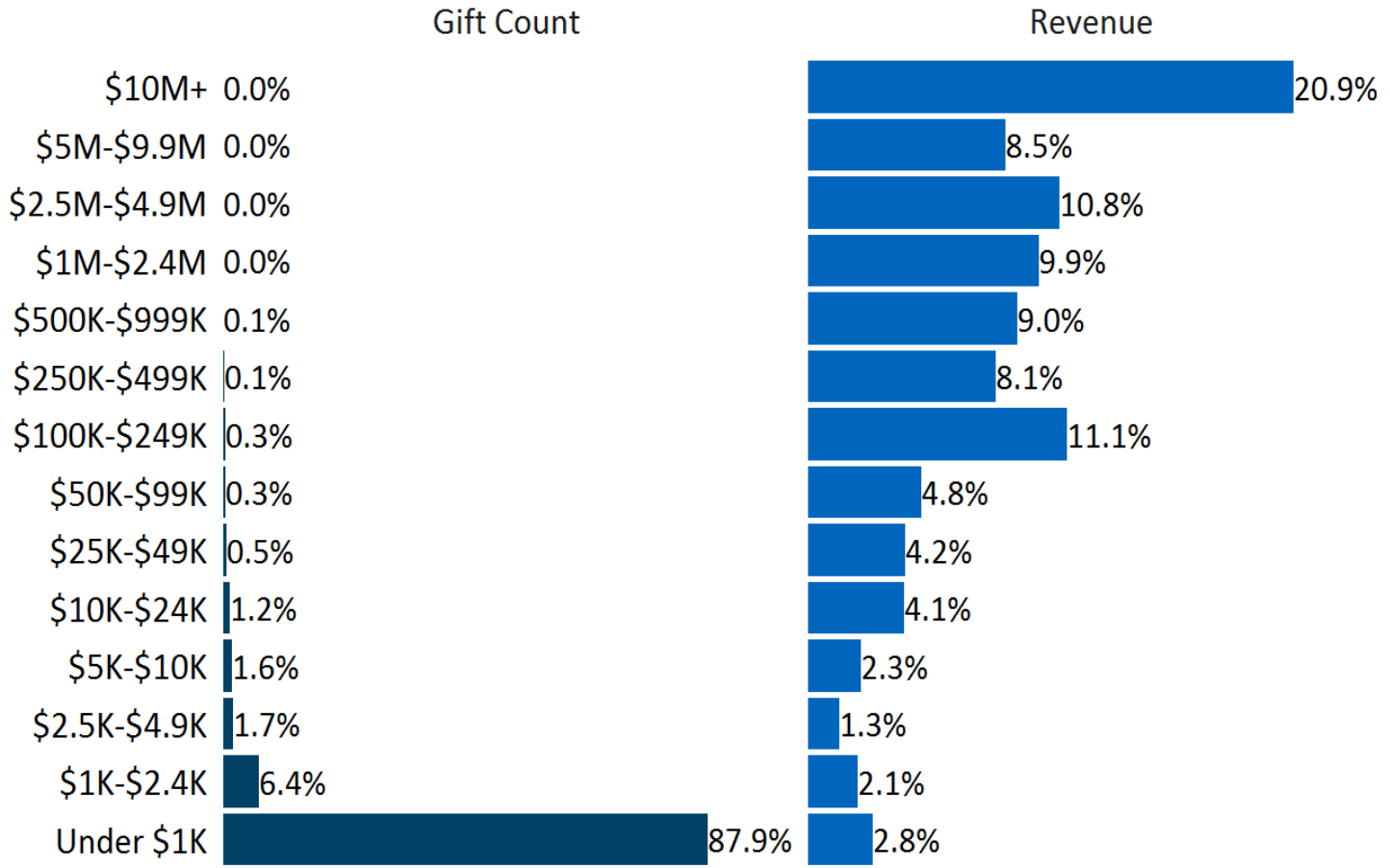
Long campaign due to leadership transitions (July 1 2007 to December 31, 2018)

Biggest gifts and the most giving were to the Scalia School of Law and the Mercatus Institute

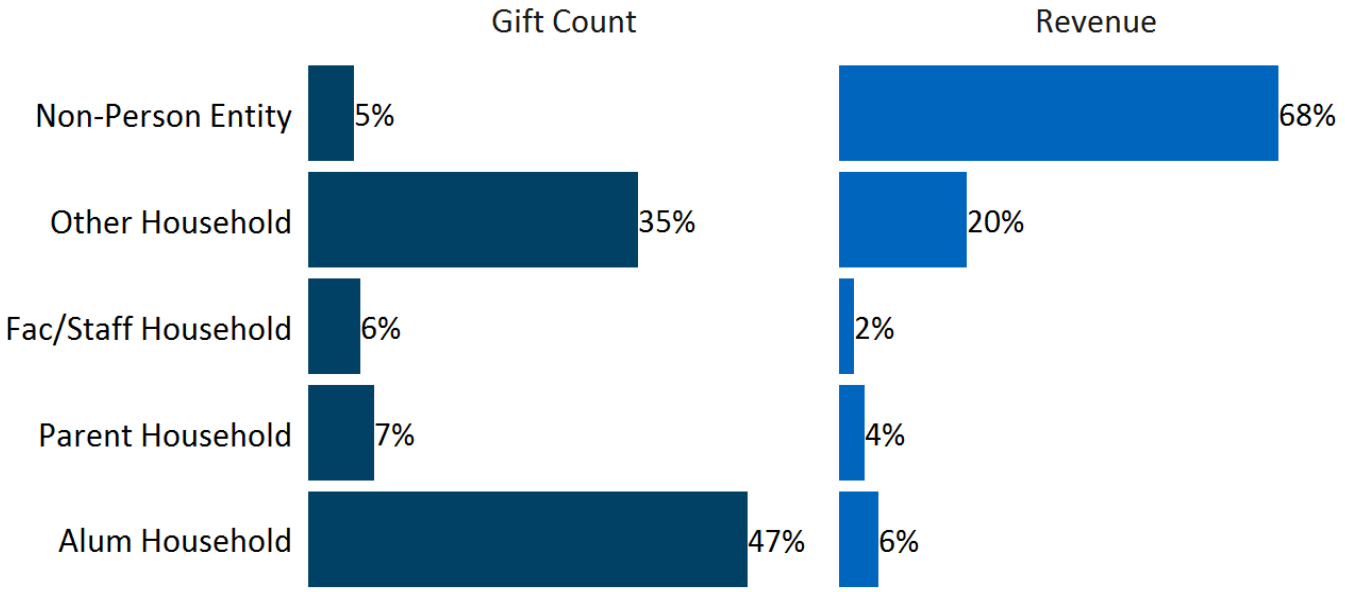
Not Quite Pareto's Principle of 80/20

87.9% of gifts were *Under $1K* representing 2.8 % of campaign revenue

9 gifts of *$10M+* were received, representing 20.9% of campaign revenue



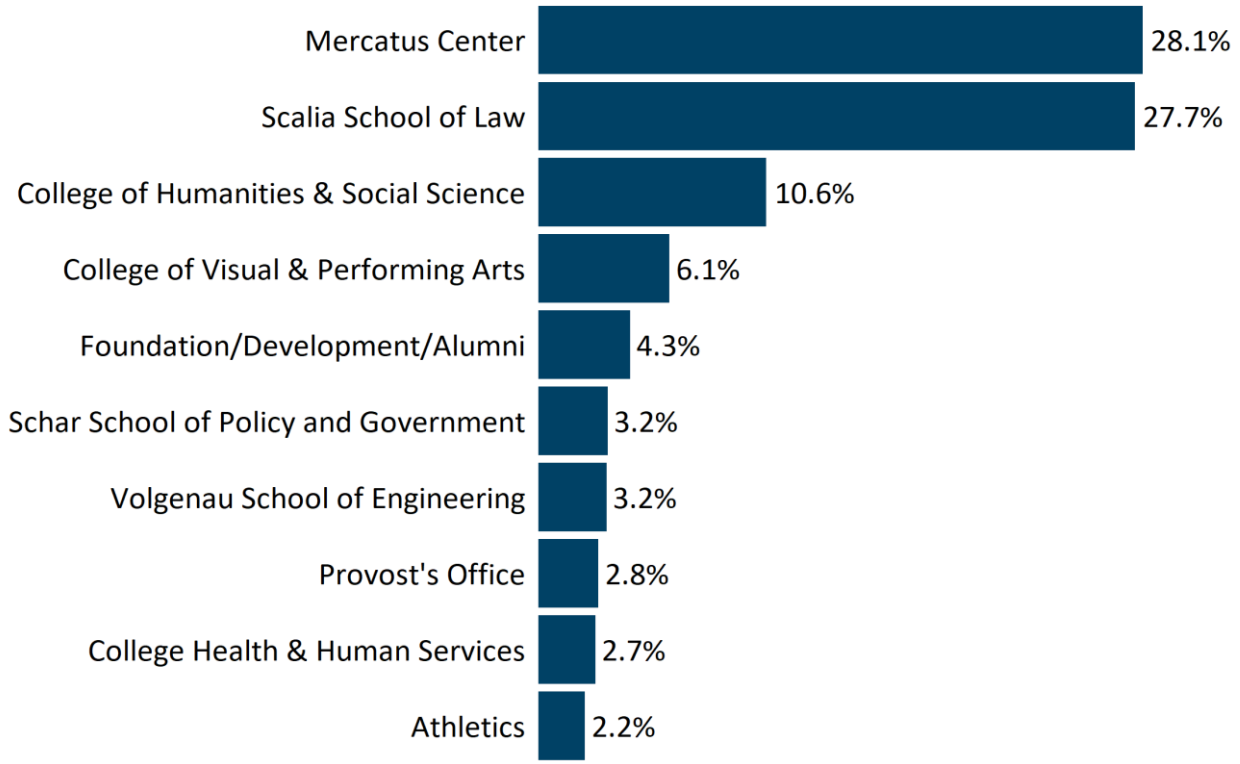
And it came from…



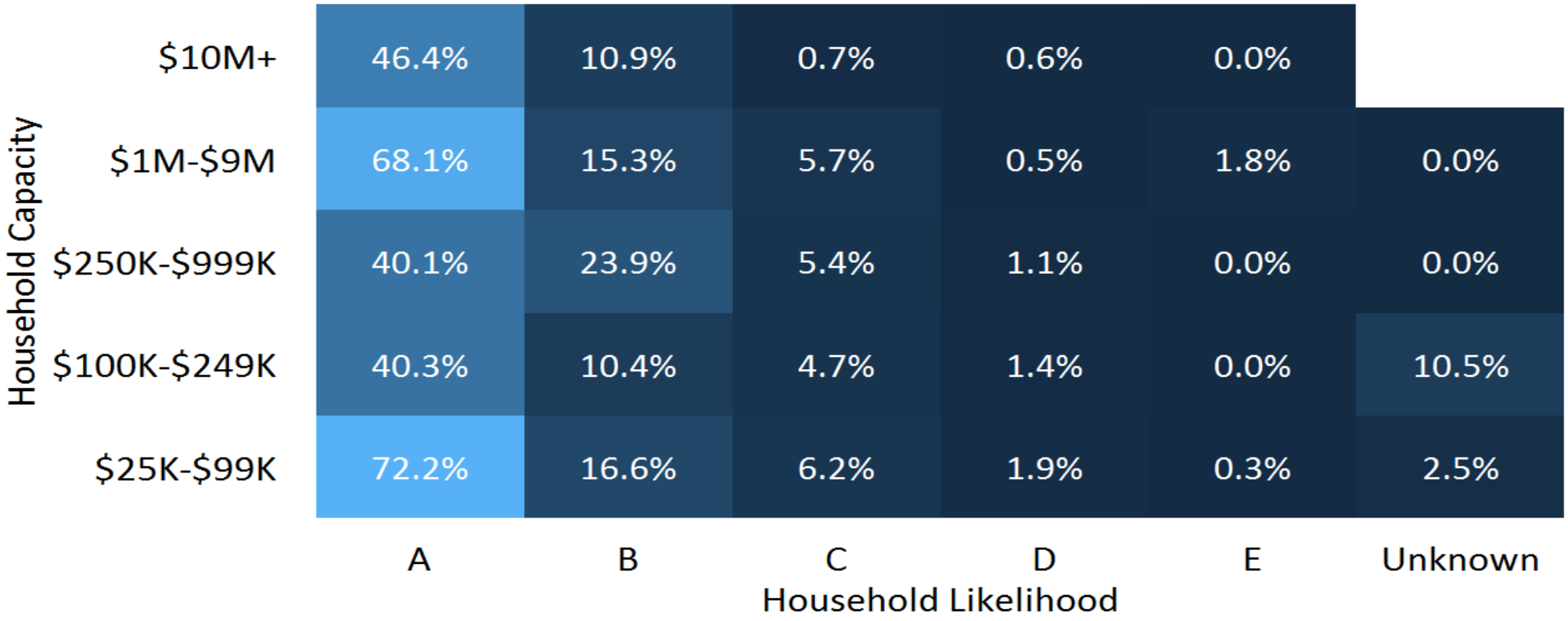
Primary Record Type	Revenue	Gift Count
Association	$13,716,378	665
Corporate Foundation	$6,940,673	345
Corporation/Business	$108,416,145	5,589
Donor-Advised Fund	$50,207,785	270
Educational Institutions (Public)	$26,500	17
Educational Institutions (Private)	$577,260	75
Estate	$3,958,346	61
Fundraising Consortia	$389,380	69
Government	$959,385	161
Independent Foundation	$215,436,621	1,137
PAC - Political Action Organization	$42,000	12
Personal/Family Fdn/Charitable Trust	$15,777,176	362
Religious Organization	$56,209	51
Trust	$53,140,494	90

And went to…

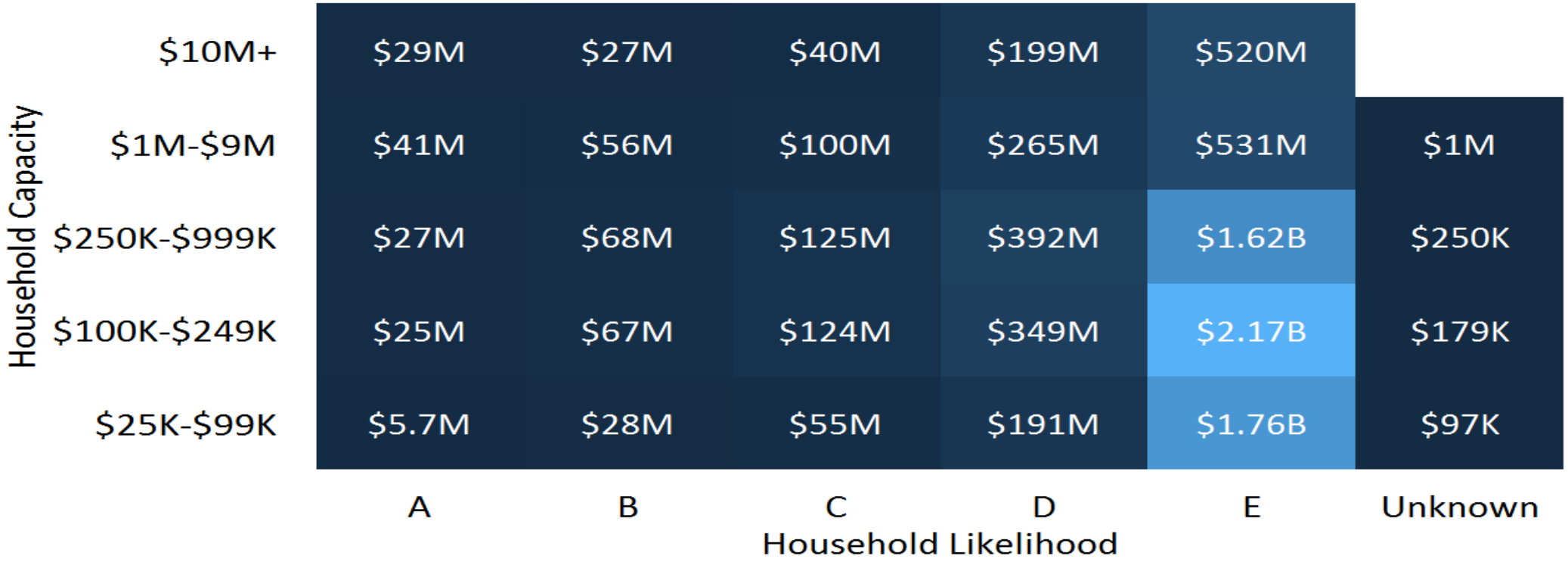
Allocation Type	Revenue	Gift Count
Current Use Restricted	$557,555,029	162,520
Current Use Unrestricted	$21,364,182	16,100
Endowment	$111,525,135	10,492



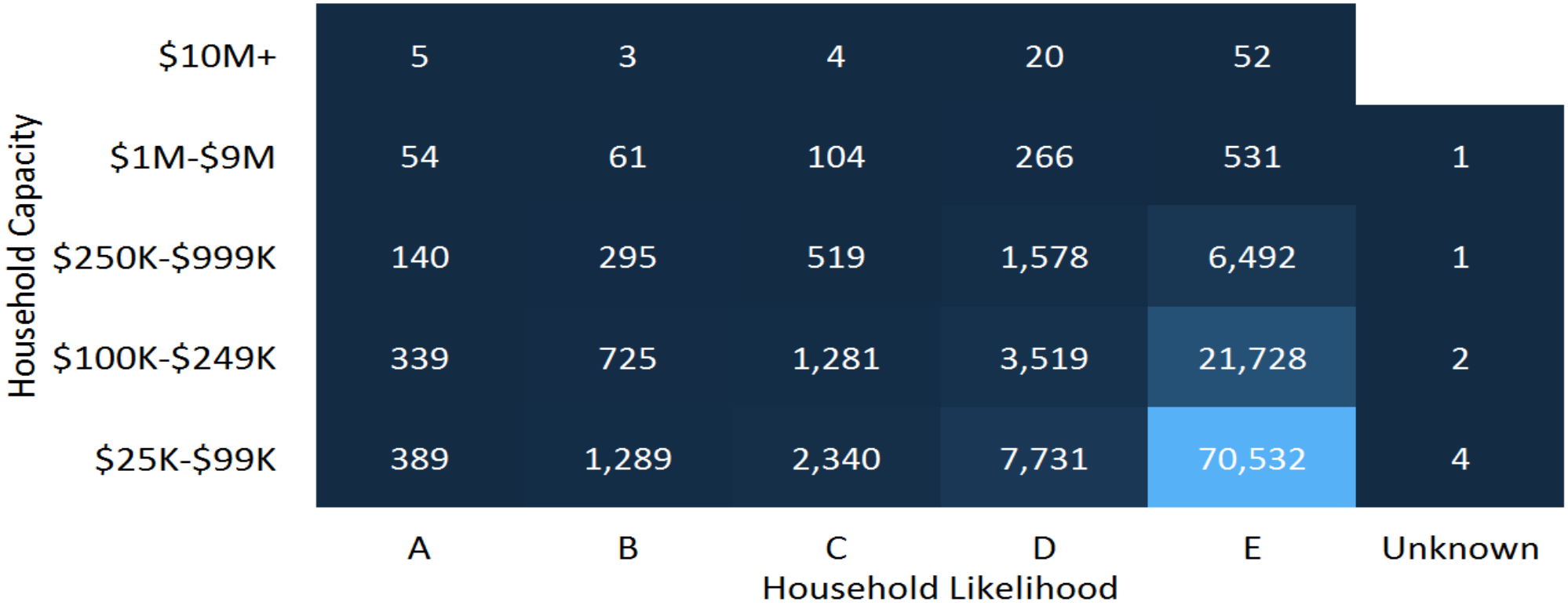
Capacity Captured



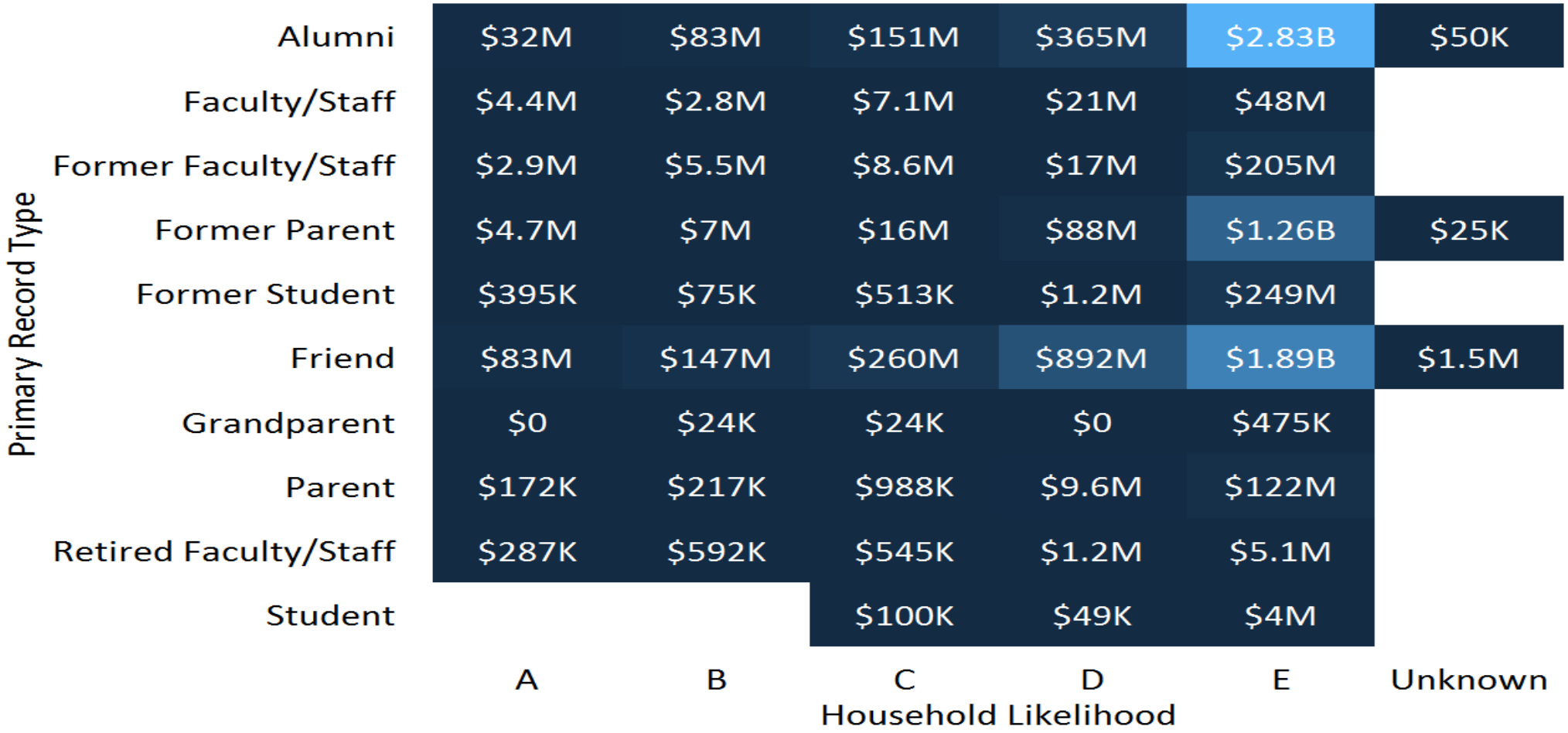
Capacity Uncaptured



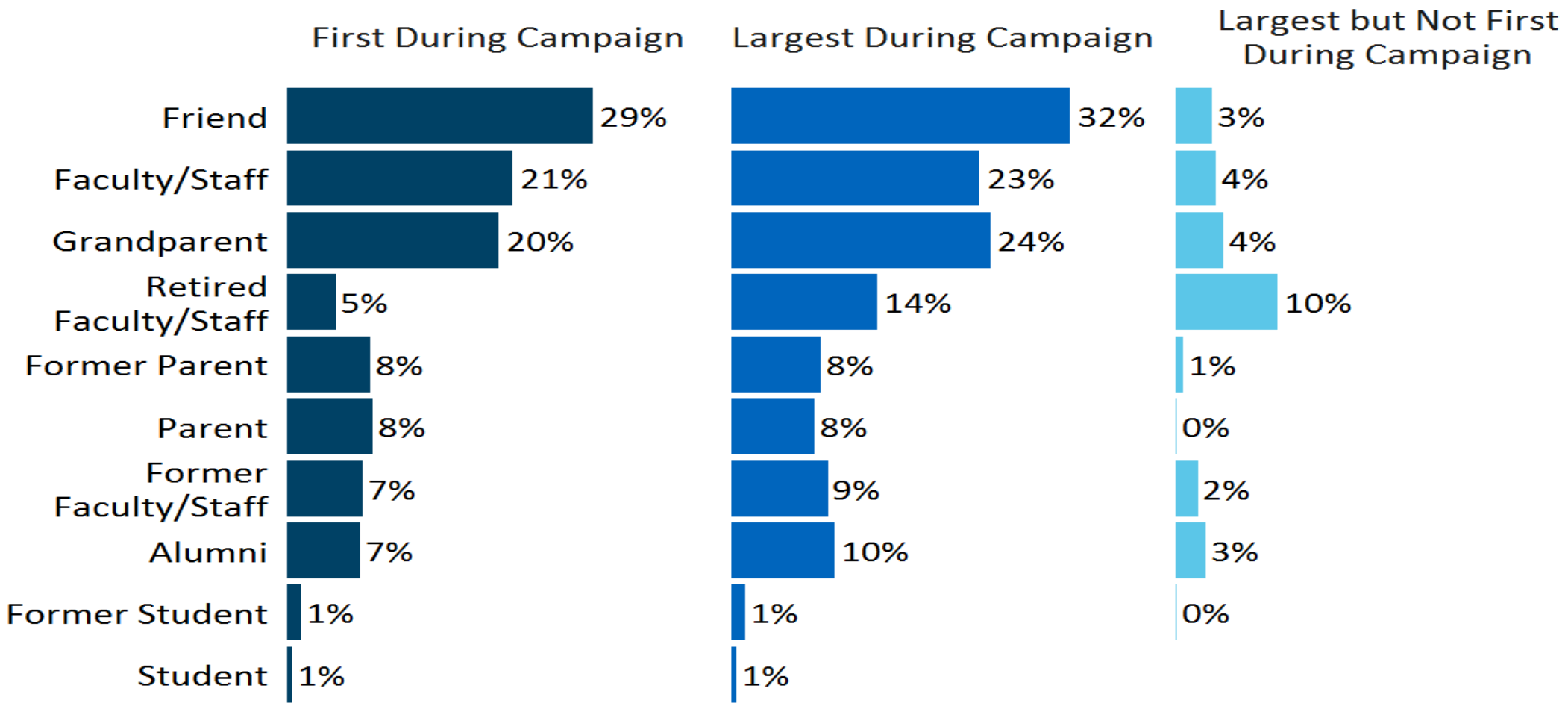
Capacity Uncaptured – Households



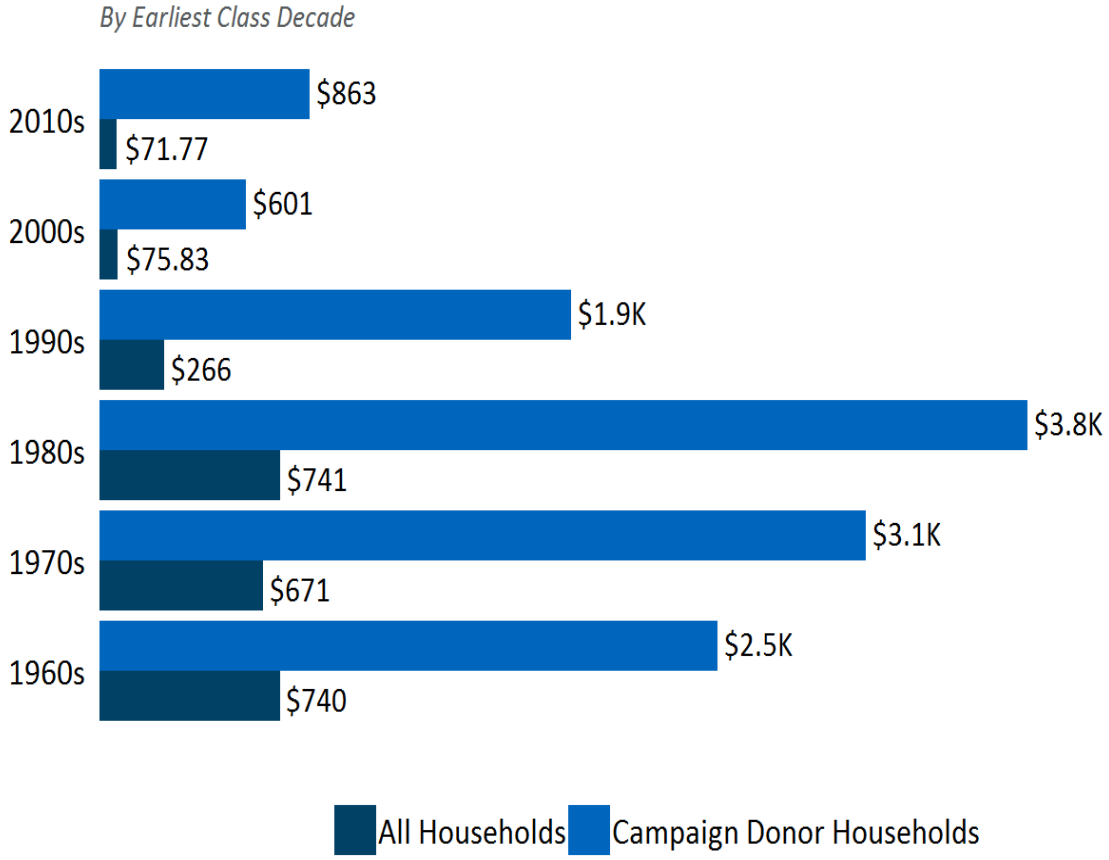
Capacity Remaining by Constituency

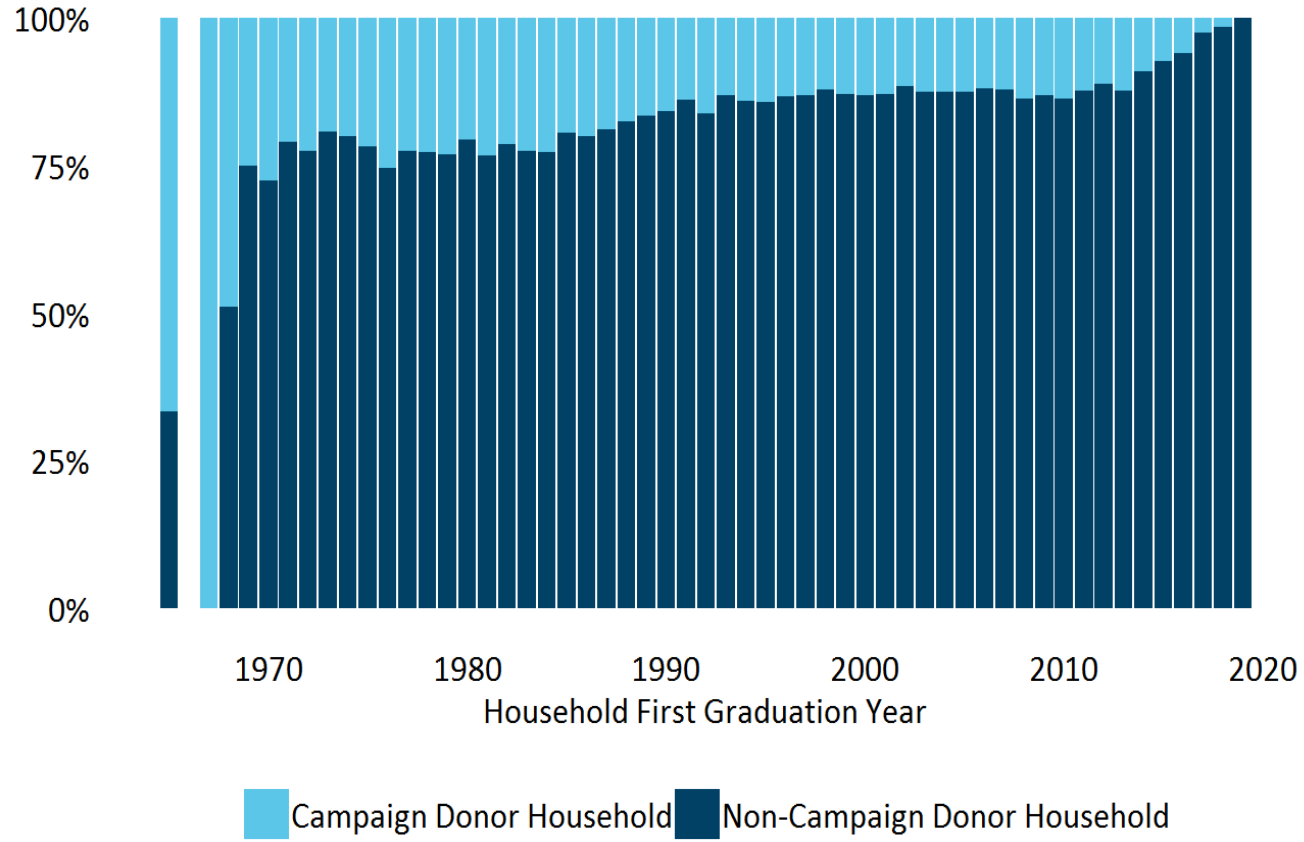


Demographics

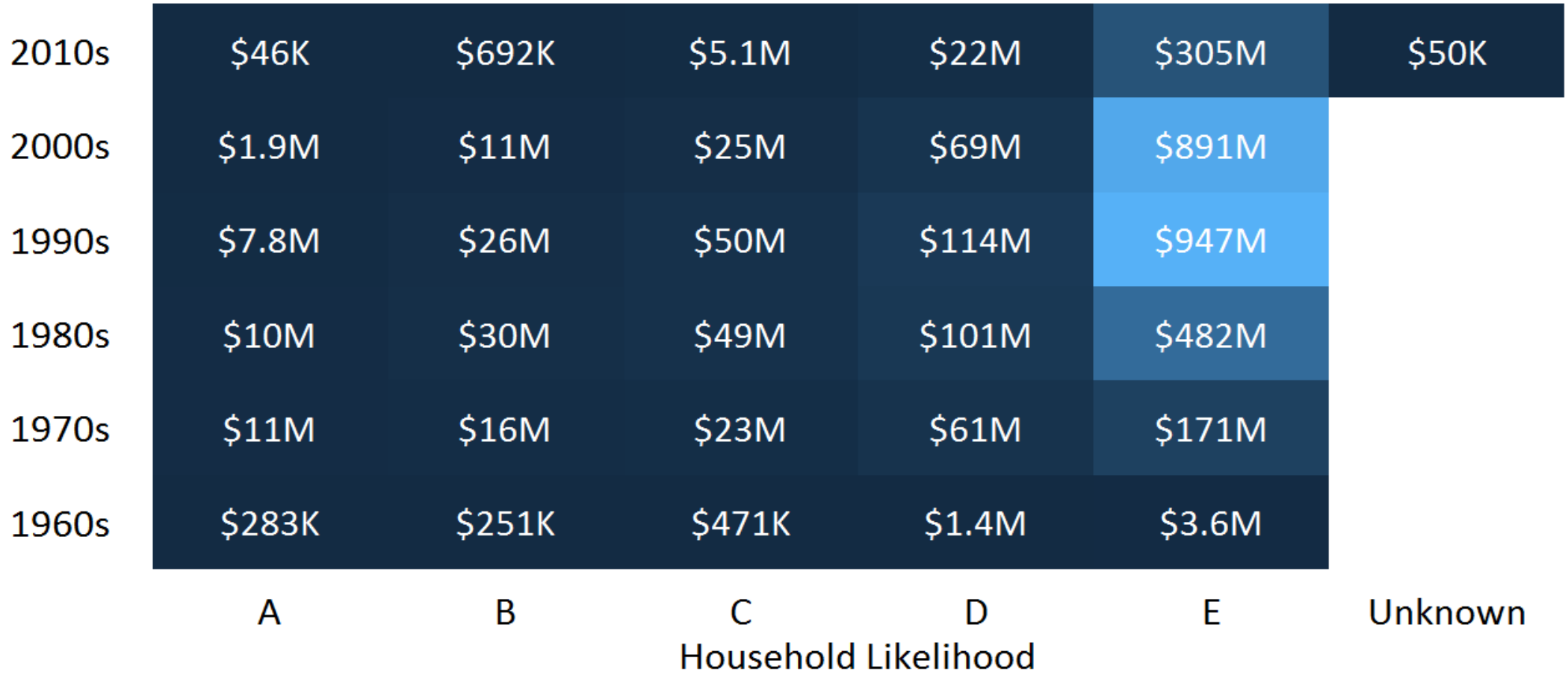


Giving by Alumni Decades

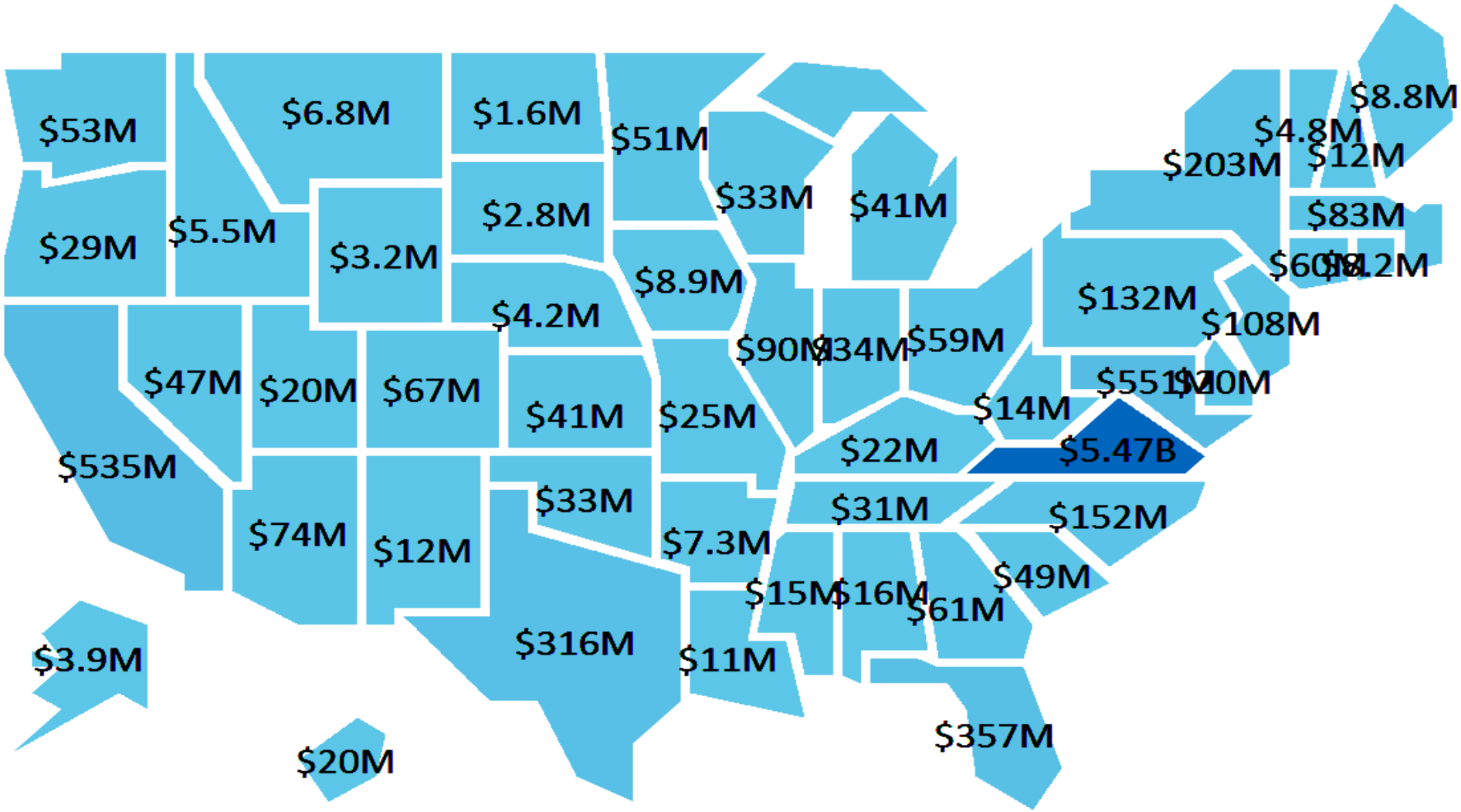




Capacity Remaining

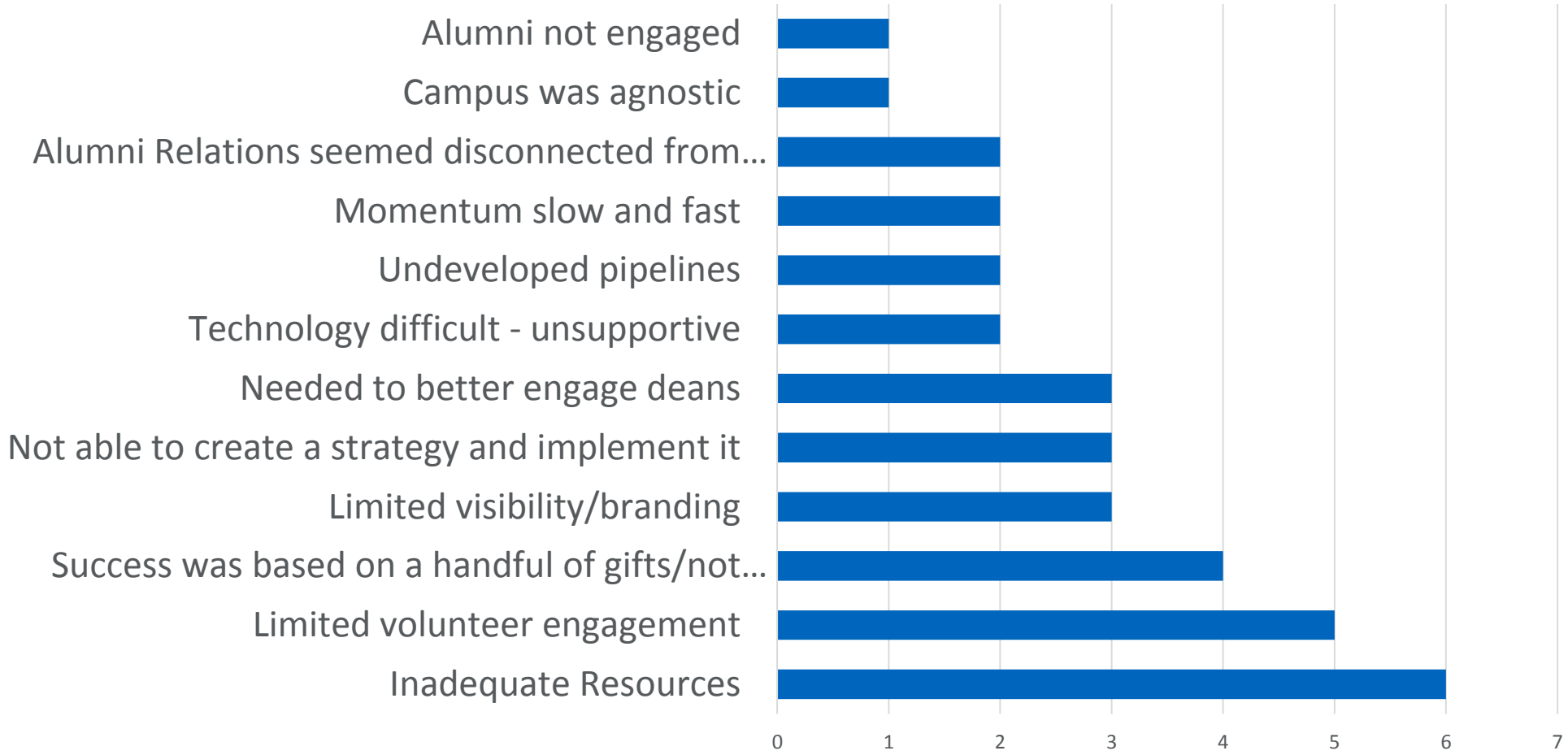


Capacity Remaining

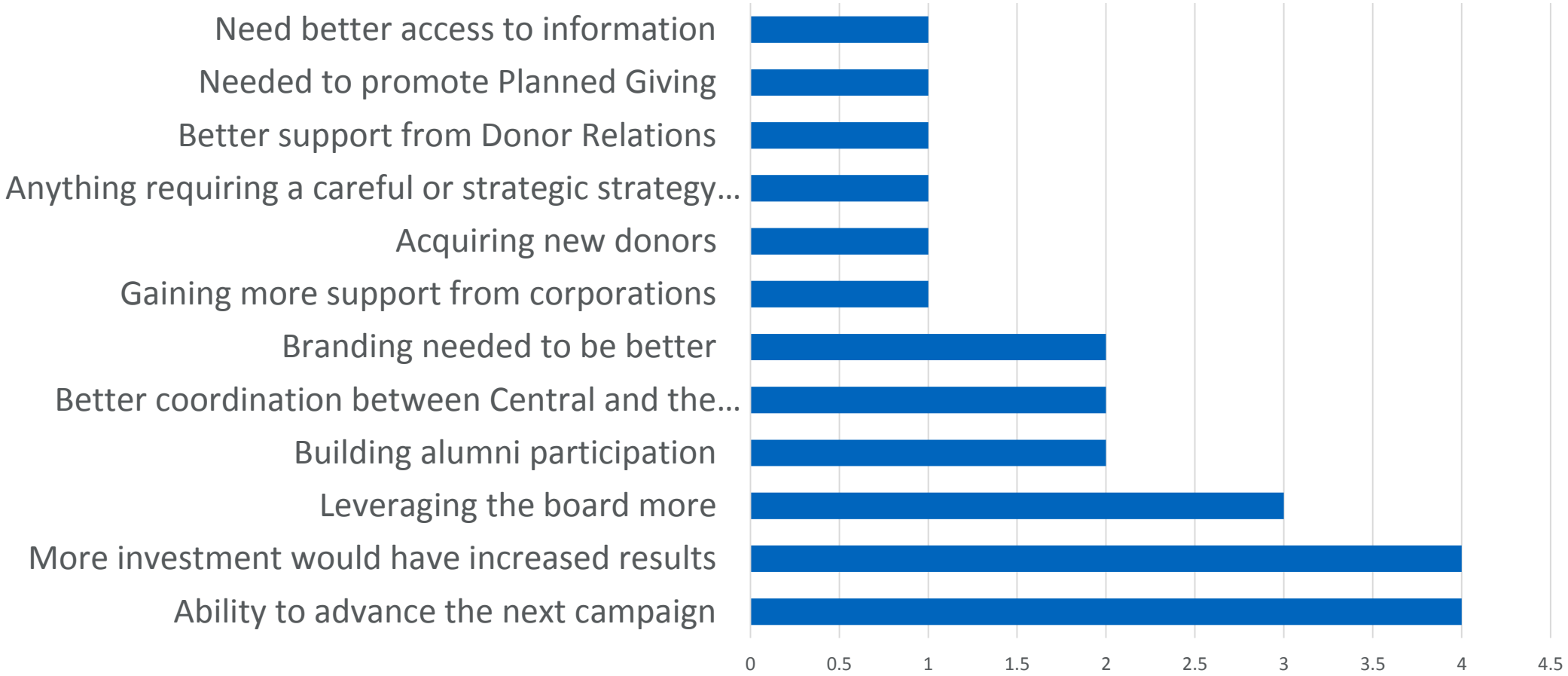


Things that worked the best.

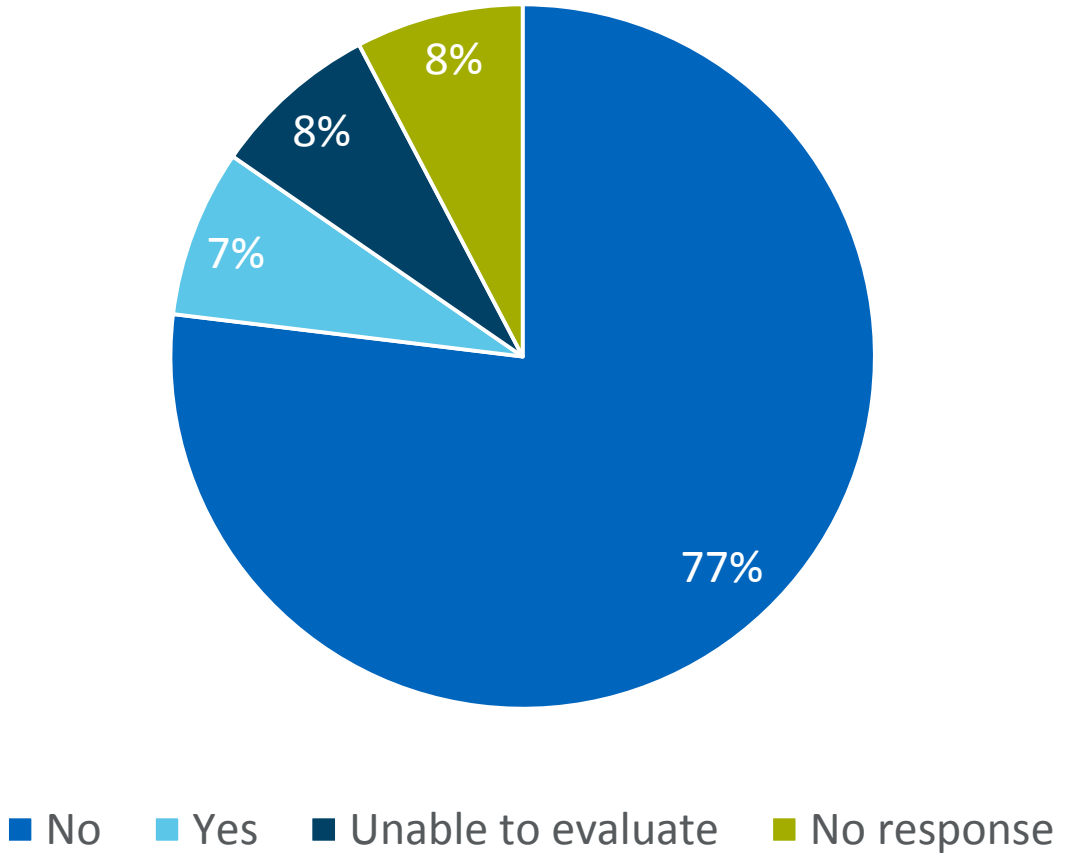
Biggest challenges.



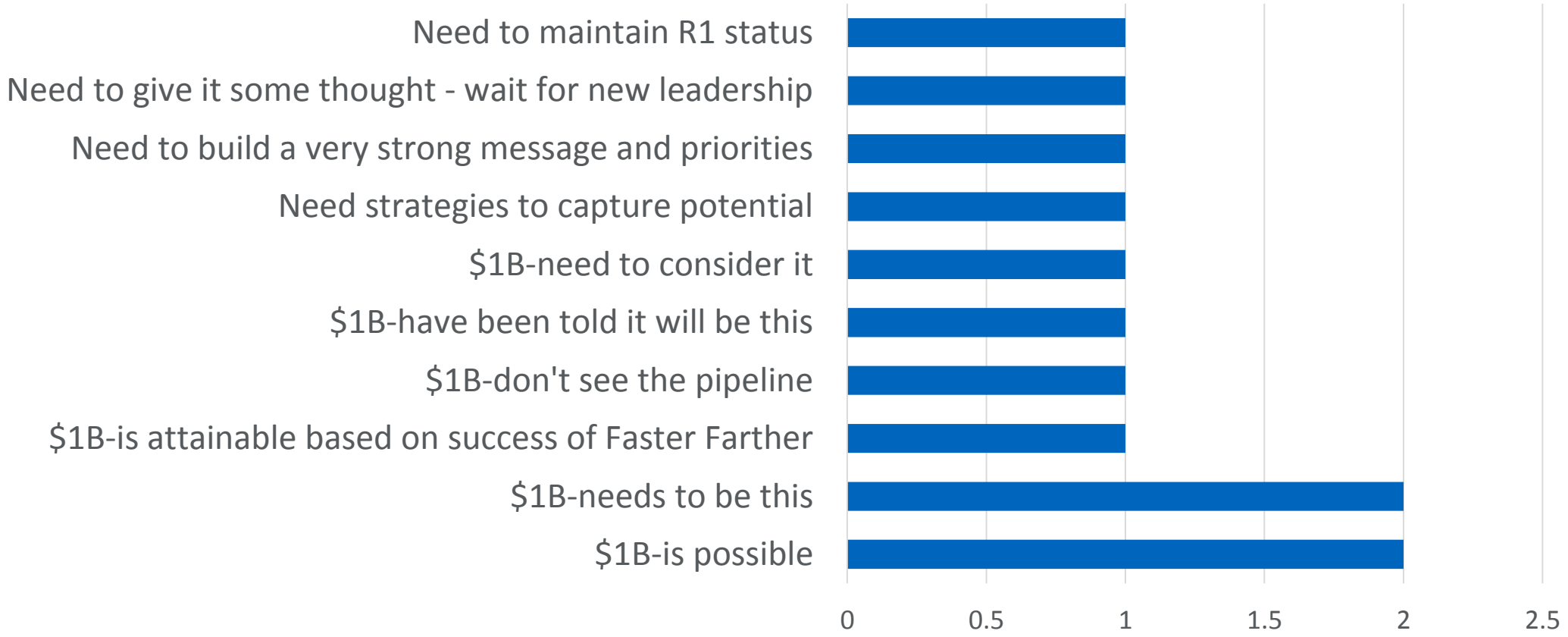
Lost Opportunities.



Was the Campaign Resourced Appropriately?



Thoughts about the next campaign


Need to maintain R1 status
Need to give it some thought - wait for new leadership
Need to build a very strong message and priorities
Need strategies to capture potential
$1B-need to consider it
$1B-have been told it will be this
$1B-don't see the pipeline
$1B-is attainable based on success of Faster Farther
$1B-needs to be this
$1B-is possible
0
0.5
1
1.5
2
2.5

Questions?

THANK YOU!

Marts&Lundy

A REPORT FOR:

GEORGE MASON UNIVERSITY
FOUNDATION

Post-Campaign Analysis

Karen L. Greene
Senior Consultant & Principal

Alison Rane
Consultant, Analytical Solutions
Director, Research & Development

Marts&Lundy

OCTOBER 2019

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Overview

Marts & Lundy was engaged by George Mason University (Mason) to conduct a post-campaign assessment of the most recent campaign. This was conducted largely as an analytical study, with a qualitative component based on interviews with thirteen key campaign constituents. Mason provided data for all constituents at the individual level and data on all gifts to the campaign at the transaction level. Notes on the analytical methodology can be found below.

Executive Summary

The *Faster Farther* campaign raised in excess of $690 million for Mason. An extended campaign due to leadership transitions, the campaign surpassed all expectations. It captured gifts from its closest prospects at the highest levels. The University was transformed by the success of the campaign. However, like all campaigns, it missed the mark in several key areas.

As the data reveals in this study, alumni participation was lower than in similar public universities. The results of the study revealed great promise for the next campaign. Mason alumni represent billions in capacity that was not captured in this campaign. The challenge for Mason will be building engagement and growing the affinity with alumni. Most of the capacity is right here in Virginia, so Mason will not have far to go to cultivate and develop this potential.

Campaign priorities were not always clear during *Faster Farther*; presidential priorities were not always well-connected with school and unit priorities. Some schools and units fared significantly better in their fundraising results than others. Feedback from the interviewees indicates that better coordination of priorities is desired for the next campaign with the expectation that all schools and units will fare better.

Faster Farther was a campaign driven by a dynamic president. Some key factors that would have perhaps driven its success even further would have been to have better visibility and branding, to have deeper investment in Advancement so that more fundraisers would have been out cultivating potential donors, to have retained talented and experienced staff throughout the campaign, and to have had a Mason community in full support of the campaign.

There is much Mason can take from this study as it considers its next campaign and what it can do to engage alumni, donors, and friends in that preparation.

Summary of Analytical Findings

- Eighty-eight percent of gifts were *Under $1K* and represented only 2.8 percent of campaign revenue. In contrast, Mason received nine gifts of *$10M+*, representing 20.9 percent of campaign revenue, which indicates a high level of reliance on the top of the pyramid.
- *Alumni Households* were credited with the largest number of gifts but only 6 percent of campaign revenue, which is much lower than is typically seen in a higher education campaign. Marts & Lundy has recently observed alumni giving make up between 19 and 58 percent of the campaign total.
- Most giving and gifts were allocated to Current Operations *Restricted*. Based on Marts & Lundy's observations for campaigns and VSE data for year-over-year revenue, the percent of funds allocated to Current Operations *Restricted* is higher than typical and the percentage of funds going to *Endowment* funds is much lower than typically observed.
- Mason captured a substantial amount of capacity among households with the most capacity to give and highest likelihood to contribute. Mason also did well to secure at least 10 percent of capacity from high capacity households with the second highest likelihood scores.
- After the campaign, Mason has $8.8 billion in total remaining capacity among its constituents rated at $25K and up. The remaining post-campaign giving capacity among constituents in the highest likelihood bracket is only $127.9 million. Given the limited capacity available among these constituents, Mason can strengthen its base by concentrating efforts to convert constituents in the lowest likelihood brackets.
- The top 50 campaign donor households, including seven households that no longer have a living member, ranged in campaign credit from $621K to $11M.* Only seven of these households have alumni members, and none were flagged as current trustees. Ninety-two percent (46 households) made their largest ever gift during the campaign, and 34 percent (17 households) made their first gift during the campaign. **The largest transaction was a $50 million testamentary pledge and was not credited to a person. The next largest was a conditional pledge of $17 million. Both pledges were to the Scalia School of Law; neither were connected to an alumnus of the University.*
- A median of 3 percent of giving capacity was captured from households with any type of board membership, current or former. The current Board of Trustees had the highest median percentage of their giving capacity captured at 17.7 percent.
- *Current Trustees* have a total of $5.3 million in capacity remaining and *Current Visitors* have $2.9 million in capacity remaining after the campaign.
- Entities with the primary record type of *Friend* were acquired and upgraded at the highest rates compared to the other record types during the campaign. Marts & Lundy typically sees higher acquisition and upgrade rates for *Alumni* and much higher acquisition rates for S*tudents* during a campaign.

- *Alumni* households with the lowest likelihood rating (*E*) have the largest bank of remaining capacity in the post-campaign period at $2.83 billion. Significant cultivation may be required to move these alumni up into a higher likelihood category and make this capacity more accessible.
- Alumni from the *1980s*, *1970s*, and *1960s* shared similar levels of average campaign giving, though the *1960s* alumni from prior to Mason's establishment as an independent institution number fewer than 200 households. Mason saw a step down in average campaign giving among the graduates of the *1990s* and a more significant drop off among the alumni from the 21st century. Participation among very recent graduates and current students was particularly low during the campaign.
- Alumni of the *1990s* and *2000s* have a significant amount of capacity, but most of these constituents are rated in the lowest major giving likelihood category.
- Alumni of the *1970s* are the group with the highest average capacity remaining in the highest major giving likelihood level (*A*).
- Virginia is the center of remaining campaign capacity with $5.47 billion. Maryland and California are the next largest areas of post-campaign capacity, but households in these states only represent 10 percent of the capacity in Virginia ($551M and $535M, respectively).

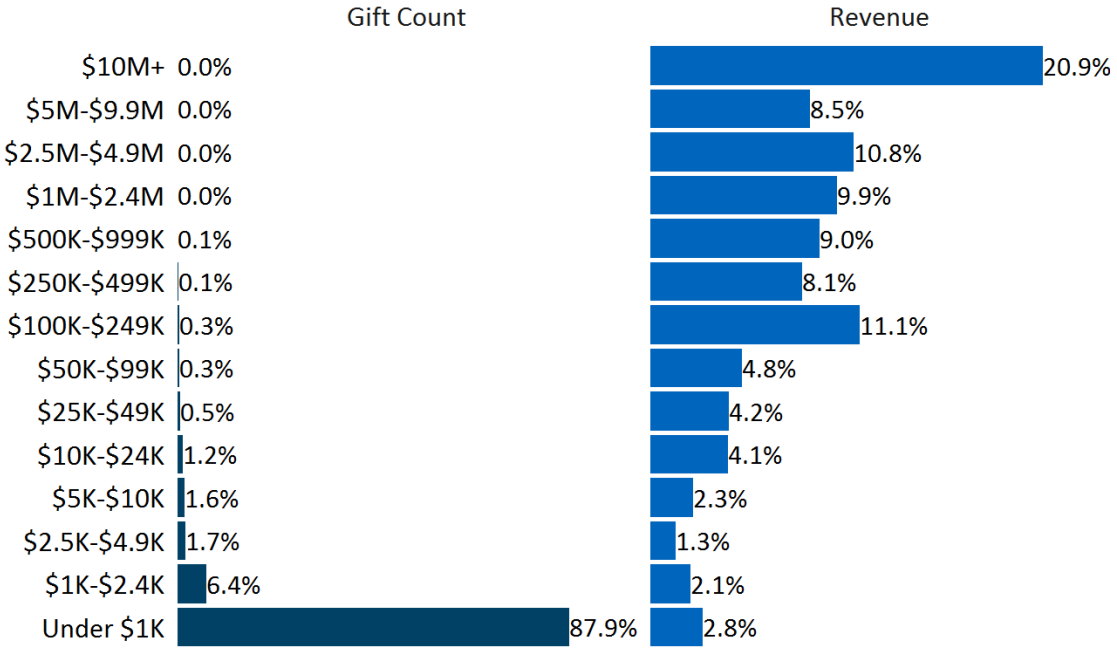
Methodological Notes

- Mason provided entity level data for all constituents and transaction level data for all gifts made during the campaign.
    - To account for the possibility that credit for gifts may have been split into multiple donors or multiple allocations, Marts & Lundy aggregated the legal transaction amount by the transaction ID. All "gifts by level" analyses were performed using this aggregated gift amount.
- The dates used to determine whether a constituent's first and/or largest gift occurred during the campaign were 2007-07-01 to 2018-12-31.
- In consultation with Mason, internal capacity ratings were used as the primary capacity rating for calculating capacity captured and capacity remaining among constituents. Only households with assigned gift officers were considered major gift prospects.
- All giving, capacity ratings, major giving likelihood ratings, and constituent descriptor flags were aggregated to the household level by taking the maximum. For example, if two members of the same household were separately rated at $25K-$49K and $100K-$249K in capacity, their household capacity level would be $100K-$249K. If one member of a household is an alumnus/a, then the household is considered an *Alum* household.
- Primary household members were determined by the following hierarchy: if only one member of the household is living, then the living member is primary. If both or neither of the household members are living, then the alum member is primary. If both or neither are living and both or neither are alumni, then the constituent with the lower ID number is primary.

Gift Analysis

Campaign Revenue and Gifts by Gift Size

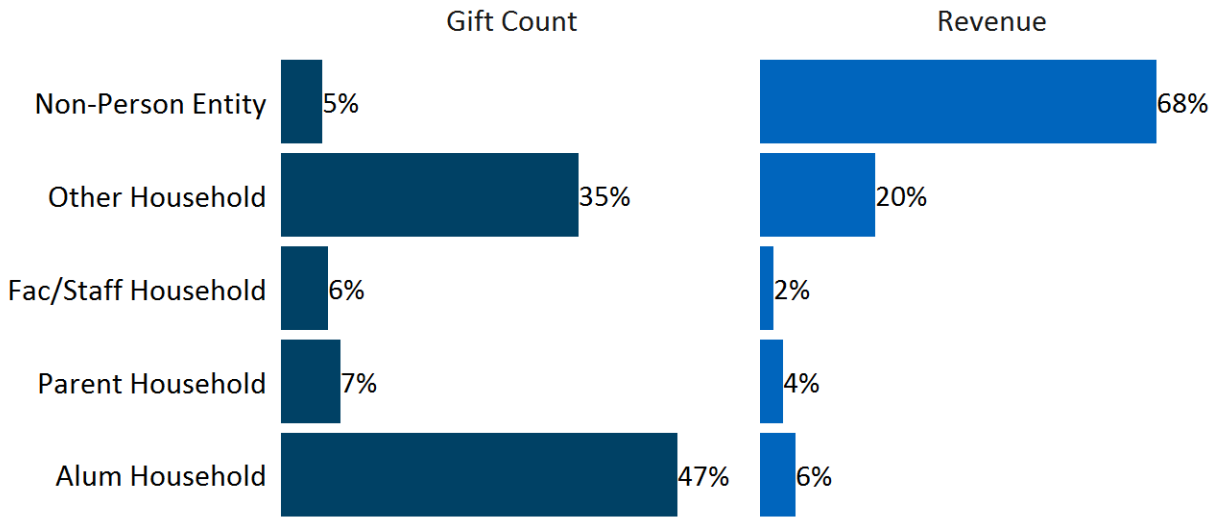
As is typical with overall trends in philanthropic giving, small gifts represent a disproportionate percentage of the number of gifts made while contributing only a small percentage of the overall revenue. Eighty-eight percent of gifts to Mason were *Under $1K* and represented only 2.8 percent of campaign revenue. In contrast, Mason received nine gifts of *$10M+* representing 20.9 percent of campaign revenue, which indicates a high level of reliance on the top of the pyramid.



Gift Bin	Revenue	Gift Count
Under $1K	$19,123,752	160,781
$1K-$2.4K	$14,702,571	11,627
$2.5K-$4.9K	$9,299,985	3,118
$5K-$10K	$15,709,037	2,837
$10K-$24K	$28,492,442	2,159
$25K-$49K	$28,878,376	982
$50K-$99K	$33,419,993	557
$100K-$249K	$76,891,778	582
$250K-$499K	$55,683,760	172
$500K-$999K	$62,149,435	98
$1M-$2.4M	$68,651,191	48
$2.5M-$4.9M	$74,729,026	22
$5M-$9.9M	$58,723,000	9
$10M+	$143,990,000	9

Campaign Giving by Source

Alumni Households were credited with the largest number of gifts but only 6 percent of campaign revenue, which is much lower than is typically seen in a higher education campaign. Marts & Lundy has recently observed alumni giving make up between 19 and 58 percent of the campaign total. *Non-Person Entities* (including *Trusts*, *Independent Foundations*, and *Corporation/Businesses* among other record types), however, provided most of the campaign revenue despite making only 4.9 percent of the gifts.



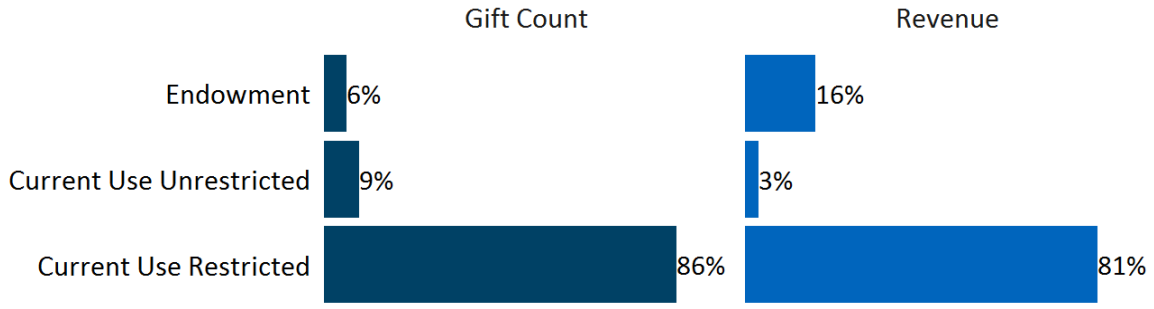
Source	Revenue	Gift Count
Alum Household	$41,281,601	86,143
Parent Household	$27,490,299	12,888
Fac/Staff Household	$15,872,000	10,281
Other Household	$136,156,093	64,785
Non-Person Entity	$469,644,353	8,904

Household type was assigned by the following hierarchy: if the household has at least one alum member, then it is an *Alum Household*. If there are no alum members but at least one parent member, then it is a *Parent Household*. If there are neither alumni nor parents in the household but at least one faculty/staff member, then it is a *Fac/Staff Household*. All other individual households are *Other Household* and non-persons (e.g. Corporations, Foundations, etc.) are *Non-Person Entities*. Only gifts that were neither hard- nor soft-credited to a person in the gift file were categorized under *Non-Person Entities*.

Primary Record Type	Revenue	Gift Count
Association	$13,716,378	665
Corporate Foundation	$6,940,673	345
Corporation/Business	$108,416,145	5,589
Donor-Advised Fund	$50,207,785	270
Educational Institutions (Public)	$26,500	17
Educational Institutions (Private)	$577,260	75
Estate	$3,958,346	61
Fundraising Consortia	$389,380	69
Government	$959,385	161
Independent Foundation	$215,436,621	1,137
PAC - Political Action Organization	$42,000	12
Personal/Family Fdn/Charitable Trust	$15,777,176	362
Religious Organization	$56,209	51
Trust	$53,140,494	90

Campaign Giving by Allocation Type

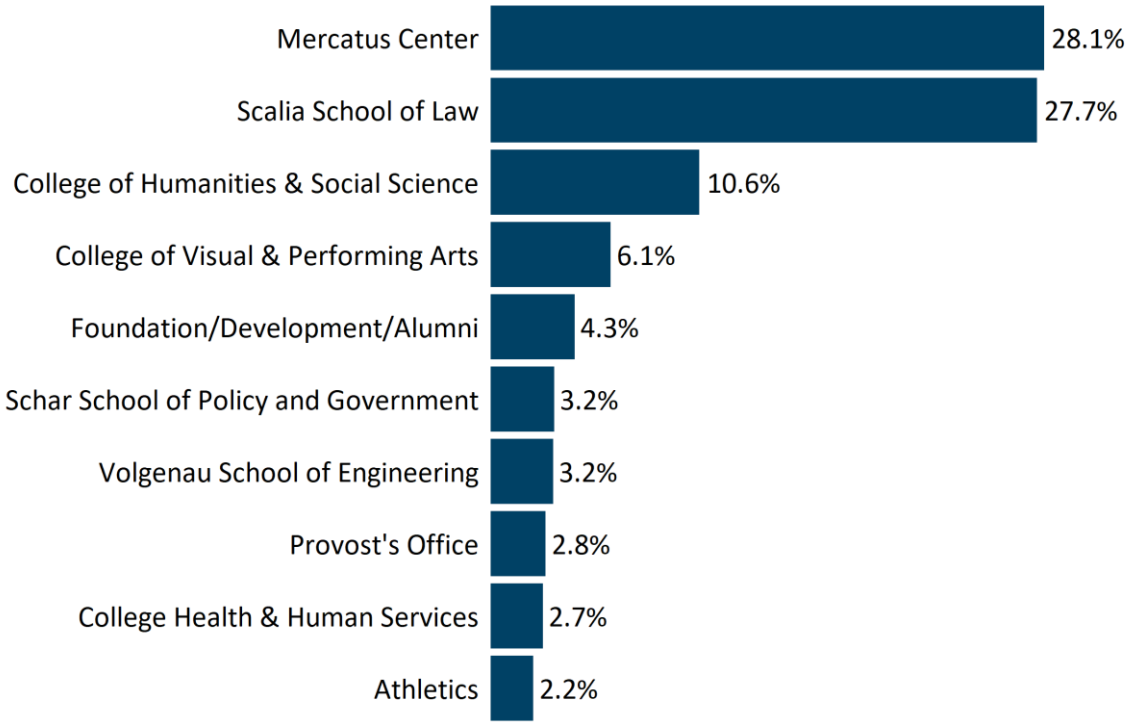
Most giving and gifts were allocated to Current Operations Restricted. Based on Marts & Lundy's observations for campaigns and VSE data for year-over-year revenue, the percent of funds allocated to Current Operations Restricted is higher and the percentage of funds going to *Endowment* funds is much lower than typically observed.



Allocation Type	Revenue	Gift Count
Current Use Restricted	$557,555,029	162,520
Current Use Unrestricted	$21,364,182	16,100
Endowment	$111,525,135	10,492

Campaign Giving by Top Allocation Schools

The *Mercatus Center* and the *Scalia School of Law* were the top recipients of campaign revenue, though both had similar median gifts to most other schools at $100. The largest median gifts were allocated to the *Information Technology Unit* ($4,999 median of 43 gifts), *Institute for Humane Studies* ($315 median of 203 gifts), and *Athletics* ($150 median of 17,261 gifts).



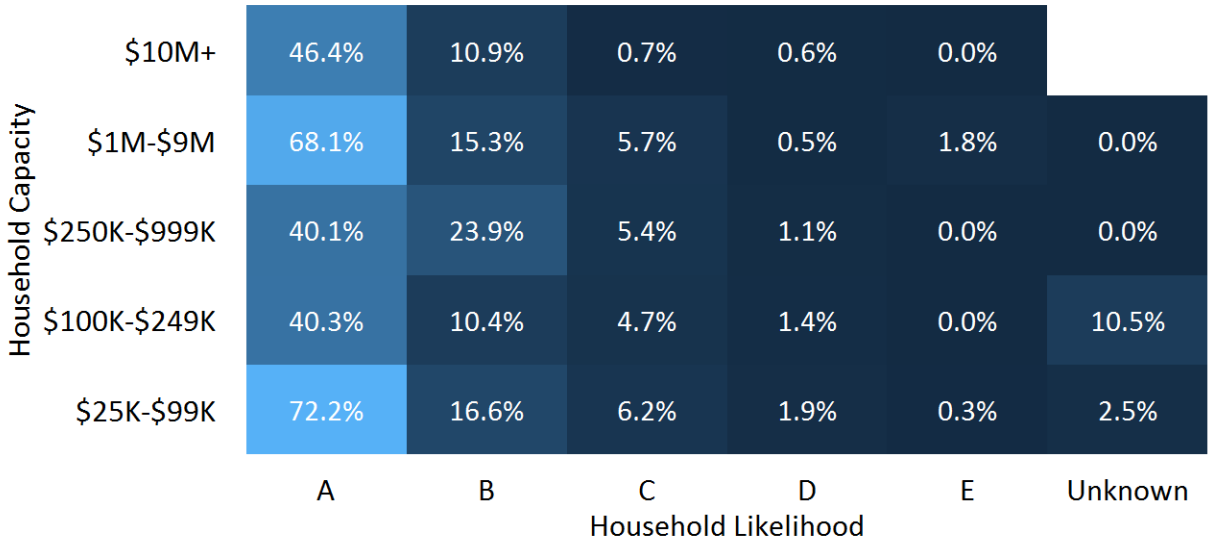
Allocation School	Revenue	Gift Count	Mean Gift	Median Gift
Mercatus Center	$193,711,988	33,567	$5,770.91	$100
Scalia School of Law	$191,266,100	12,136	$15,760.23	$100
College of Humanities & Social Science	$73,095,801	15,090	$4,843.99	$50
College of Visual & Performing Arts	$42,043,750	26,227	$1,603.07	$100
Foundation/Development/Alumni	$29,372,635	16,451	$1,785.46	$50
Schar School of Policy and Government	$22,293,819	2,659	$8,384.29	$100
Volgenau School of Engineering	$21,908,124	6,578	$3,330.51	$100
Provost's Office	$19,300,417	7,875	$2,450.85	$50
College Health & Human Services	$18,343,479	6,466	$2,836.91	$50
Athletics	$14,947,657	17,261	$865.98	$150
School of Business	$12,225,398	9,939	$1,230.04	$78
College of Education & Human Develop	$11,821,335	6,009	$1,967.27	$50
College of Science	$10,784,487	3,738	$2,885.10	$50
University Life	$6,353,397	7,692	$825.97	$50
School for Conflict Analysis & Resolution	$6,322,061	1,248	$5,065.75	$100
Affiliated Entity	$4,279,491	4,062	$1,053.54	$50
President's Office	$3,833,099	1,492	$2,569.10	$50
Library	$3,631,162	6,242	$581.73	$50
Senior Vice President's Office	$2,055,491	617	$3,331.43	$15
Information Technology Unit	$1,093,791	43	$25,437.00	$4,999
Krasnow Institute	$876,712	128	$6,849.31	$103
Honors College	$547,574	336	$1,629.69	$100
Institute for Humane Studies	$336,577	203	$1,658.02	$315

Overview of Individual Donors

Average Capacity Captured

The percentage of capacity captured was calculated for each household by dividing the household's campaign credit total by the lower end of the household's capacity rating. For example, if a household is rated at *$100K-$249K* and was credited with $100,000 in campaign credit, they would have had 100 percent of their capacity captured. The table below displays average capacity captured by rating and major giving likelihood. Only households, including non-donor households, with a rating of at least $25K were included.

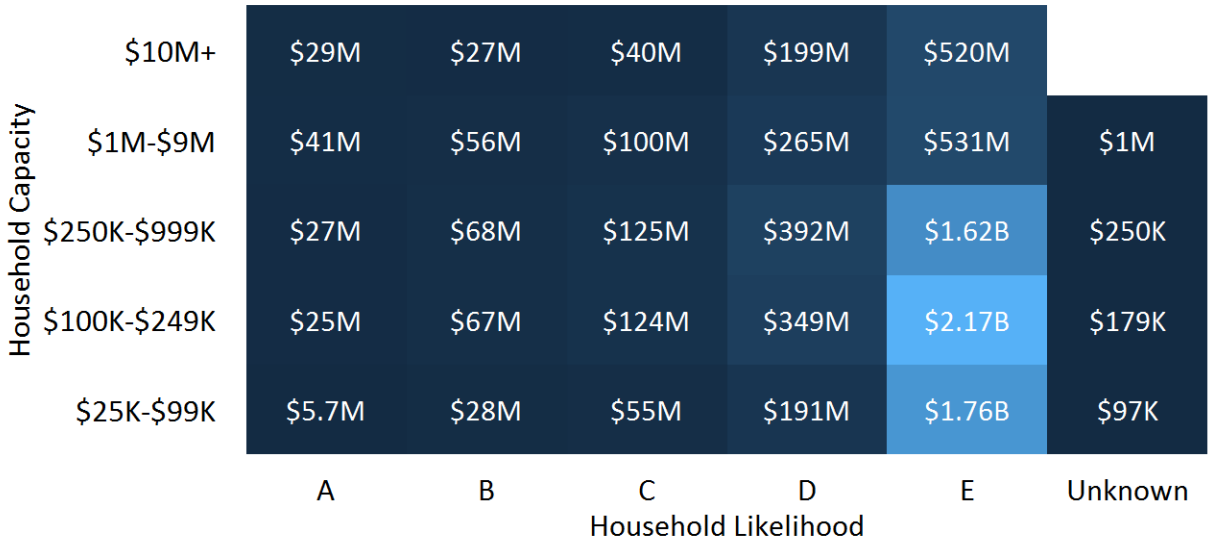
Mason captured a substantial amount of capacity among households with the most capacity to give and highest likelihood to contribute. Mason also did well to secure at least 10 percent of capacity from high capacity households with the second highest likelihood scores. These percentages of capacity captured are higher than is typically seen in Marts & Lundy's post-campaign analyses, but there is no capacity rating assigned for 39.6 percent of the households (excluding deceased and organizations) in the data file. Capacity captured and capacity remaining cannot be calculated for these households.



Total Capacity Remaining

Looking at households that had at least one living member, remaining major giving capacity was calculated by subtracting each household's campaign credit from the low end of their capacity rating and then summing the results for each capacity rating band. Capacity remaining is calculated at the household level, so a household that gives more than its capacity rating will have $0 in capacity remaining (not a negative value). Please note that the remaining capacity is for giving to any philanthropic organization, not specifically to Mason, and is not weighted by major giving likelihood.

After the campaign, Mason has $8.8 billion in total remaining capacity among its constituents rated at $25K and up. The remaining post-campaign giving capacity among constituents in the highest likelihood bracket only is $127.9 million. Given the limited capacity available among these constituents, Mason can strengthen its base by concentrating efforts to convert constituents in the lowest likelihood brackets.

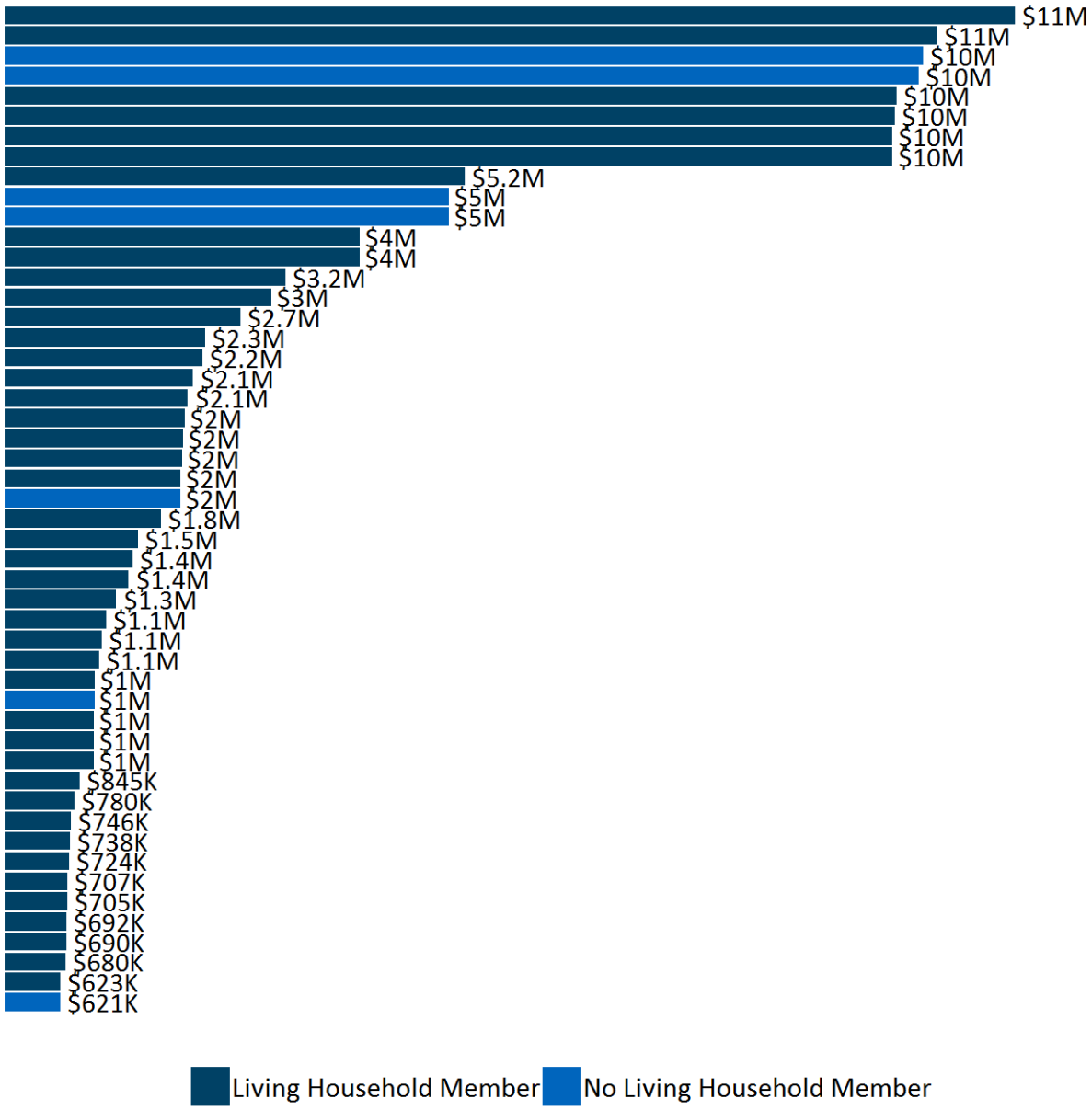


Count of Households

Top Donor Households and Board Giving

Top Donor Households

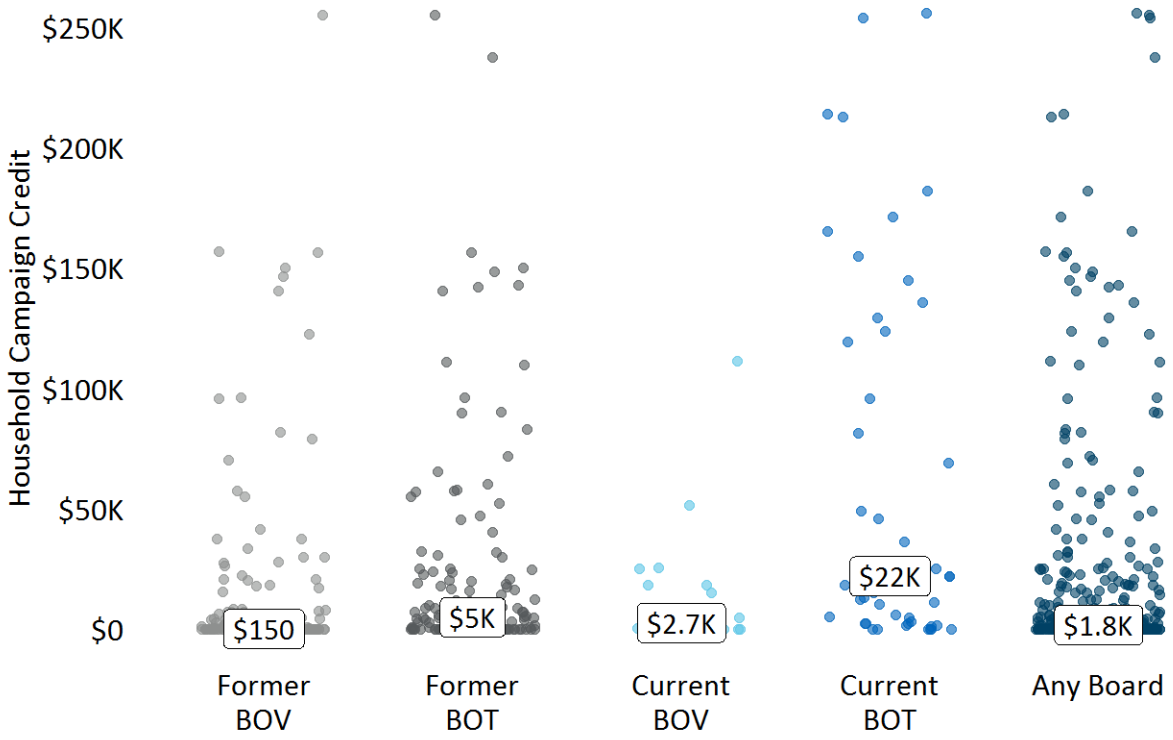
The top 50 campaign donor households ranged in campaign credit from $621K to $11M. These included seven households that no longer have a living member. Only seven of the top 50 households have alumni members, and none were flagged as current trustees. Ninety-two percent (46 households) made their largest ever gift during the campaign, and 34 percent (17 households) made their first gift during the campaign.



Primary Record Type	Count
Alumni	6
Former Faculty/Staff	6
Former Parent	3
Friend	34
Grandparent	1

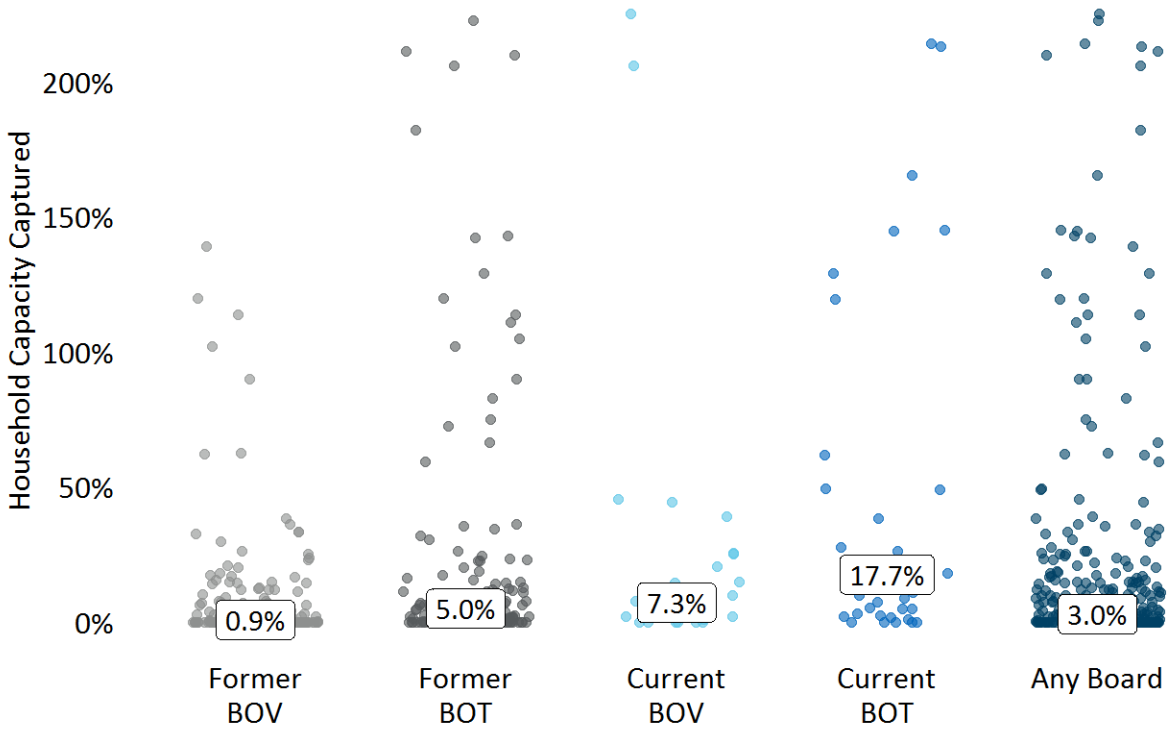
Other Characteristics	Count	Percent of Top 50
Alumni Grad	7	14%
Any Alumni	7	14%
Current Faculty	1	2%
Current Visitor	2	4%
Events	37	74%
First During Campaign	17	34%
Former Faculty	7	14%
Former Parent	4	8%
Former Trustee	5	10%
Former Visitor	6	12%
Largest During Campaign	46	92%
Largest Not First During Campaign	29	58%
Managed In Campaign	33	66%
Managed Prospect	33	66%
Retired Faculty	1	2%
Volunteer In Campaign	21	42%

Board Campaign Credit



This view is restricted to the bottom 95 percent of board households with a living member and is based on campaign credit; however, outliers are included in the median value. Median household campaign credit was about four times higher for current Board of Trustee members than for former and 18 times higher for current Board of Visitor members than for former.

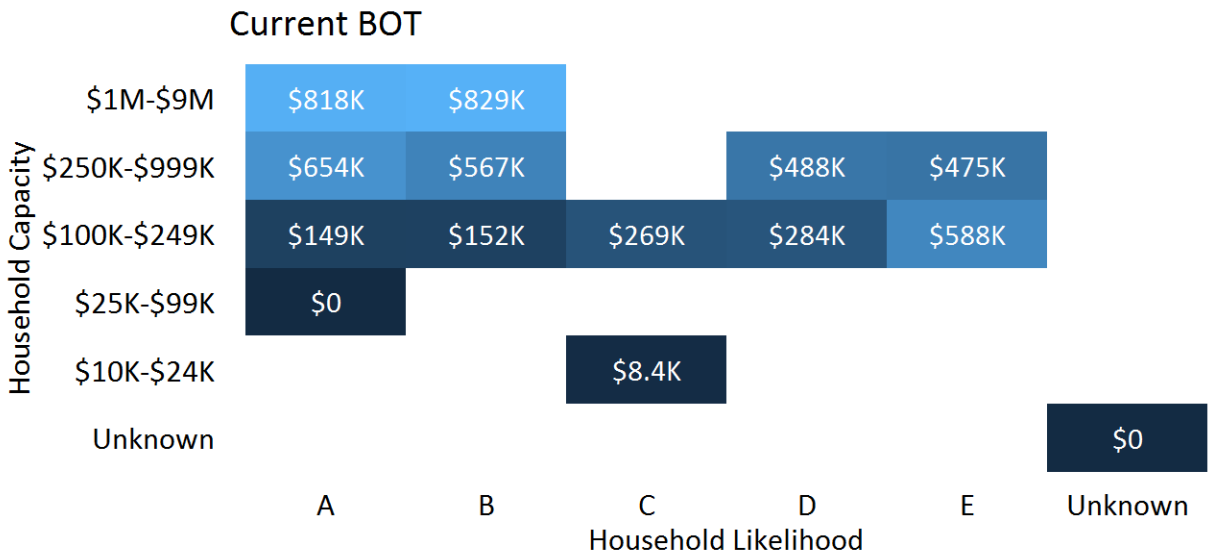
Board Capacity Captured

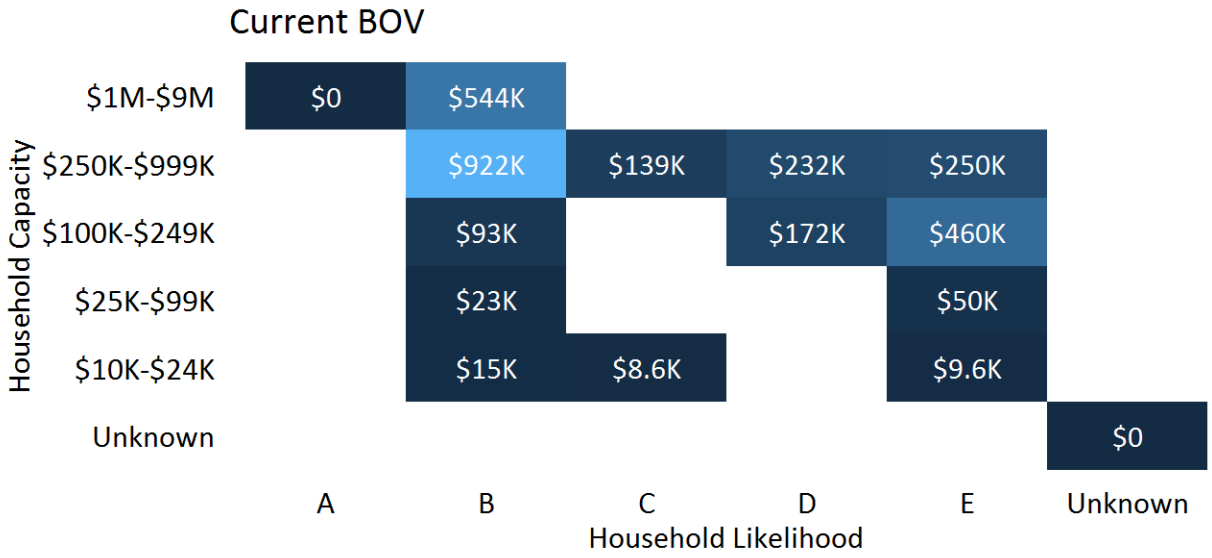


This view is restricted to the bottom 95 percent of board households with a living member and is based on capacity captured in the campaign; however, outliers are included in the median value. A median of 3 percent of giving capacity was captured from households with any type of board membership, current or former. The current Board of Trustees had the highest median percentage of their giving capacity captured at 17.7 percent.

Board Member Capacity Remaining

Please note that the remaining capacity is for giving to any philanthropic organization – not specifically to Mason – and is not weighted by major giving likelihood.



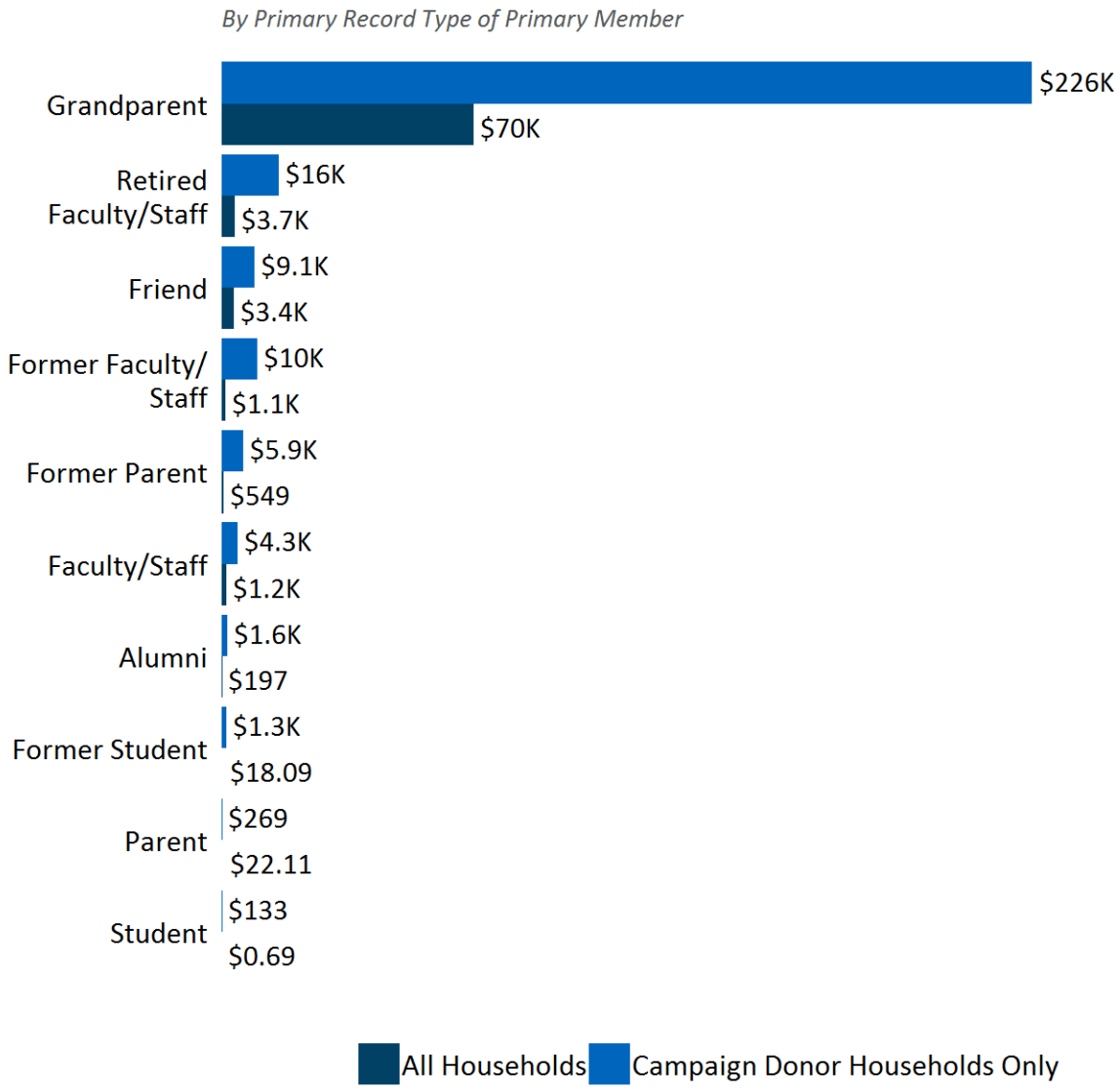


Current Trustees have a total of $5.3 million in capacity remaining and *Current Visitors* have $2.9 million in capacity remaining after the campaign. Many of these households, however, are rated in the lower major giving likelihood levels.

Giving by Constituency

Average Campaign Giving by Primary Record Type

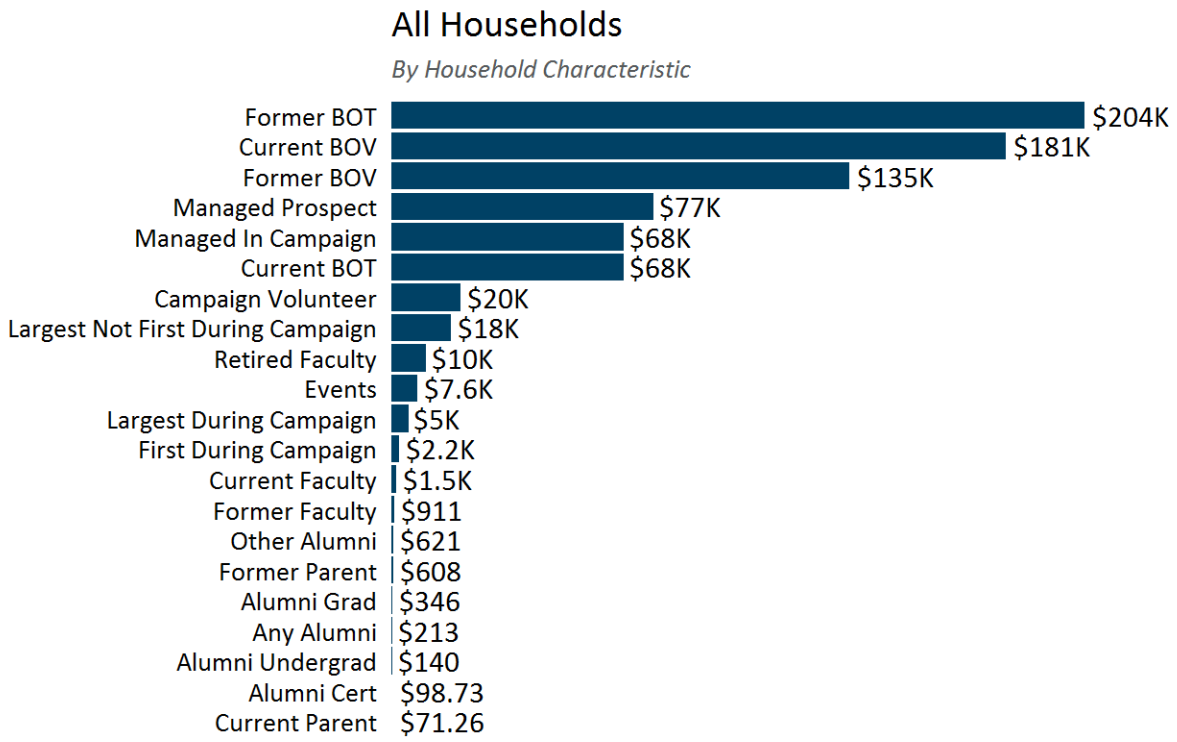
Marts & Lundy examined campaign credit by primary record type of the primary household member.

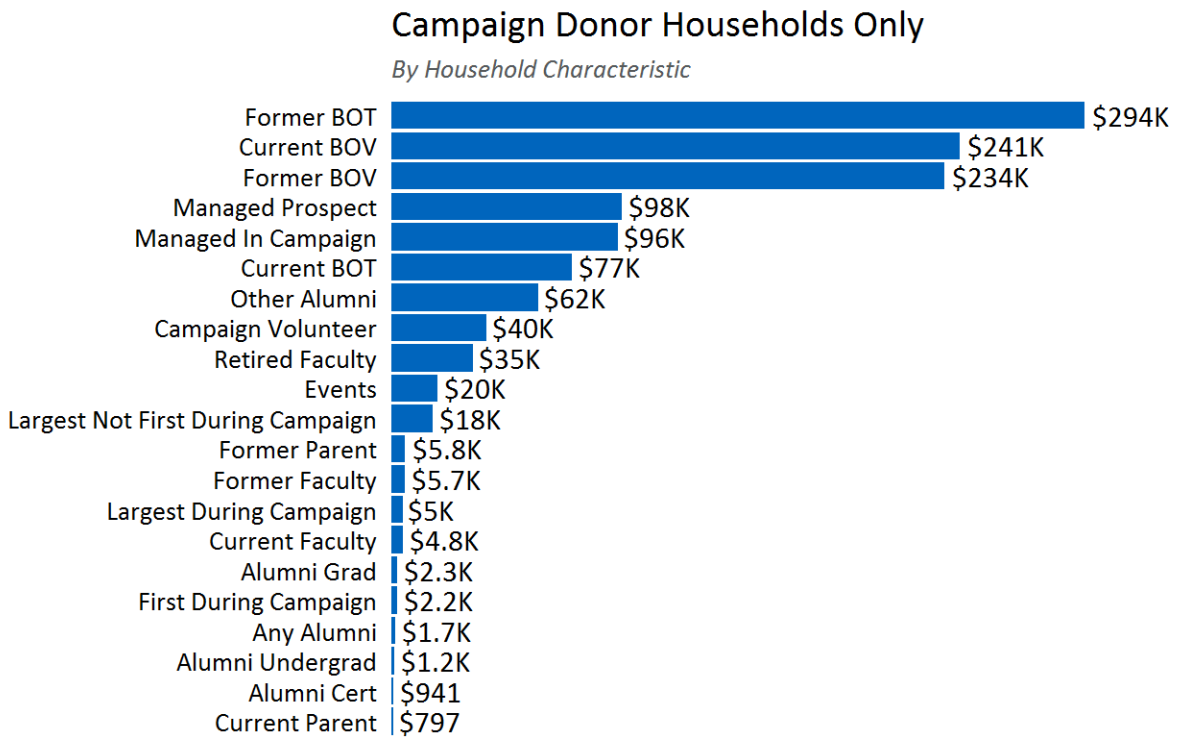


Grandparents had the highest average campaign gift for both all households and campaign donor households only, but there are only 45 and 14 of these households, respectively. Entities that no longer have an association with Mason (*Retired* and *Former Faculty/Staff* and *Former Parents*) had an atypically high average campaign giving level compared to the entity types that have a current or ongoing association with Mason such as *Alumni* and current *Faculty/Staff*.

Average Campaign Giving by Additional Constituent Characteristics

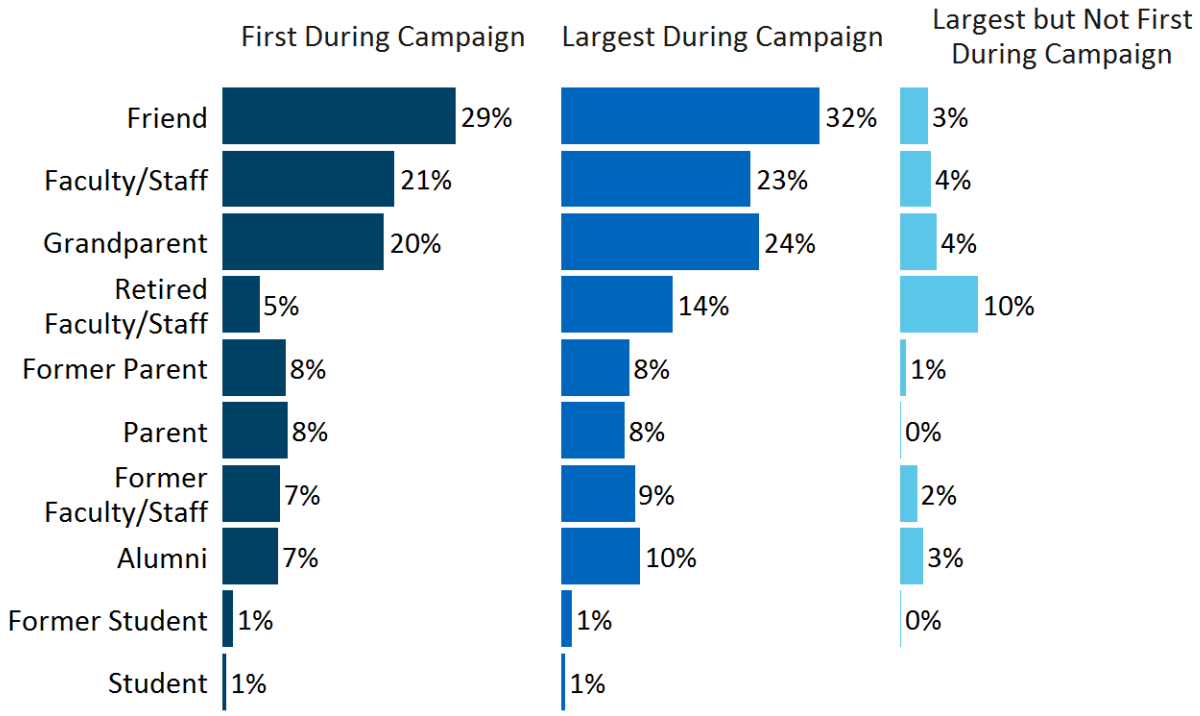
Marts & Lundy aggregated flags for additional constituent characteristics to the household level. One or both members of a household may have had the characteristic listed to qualify for that category. Additionally, households can qualify for any number of the categories.





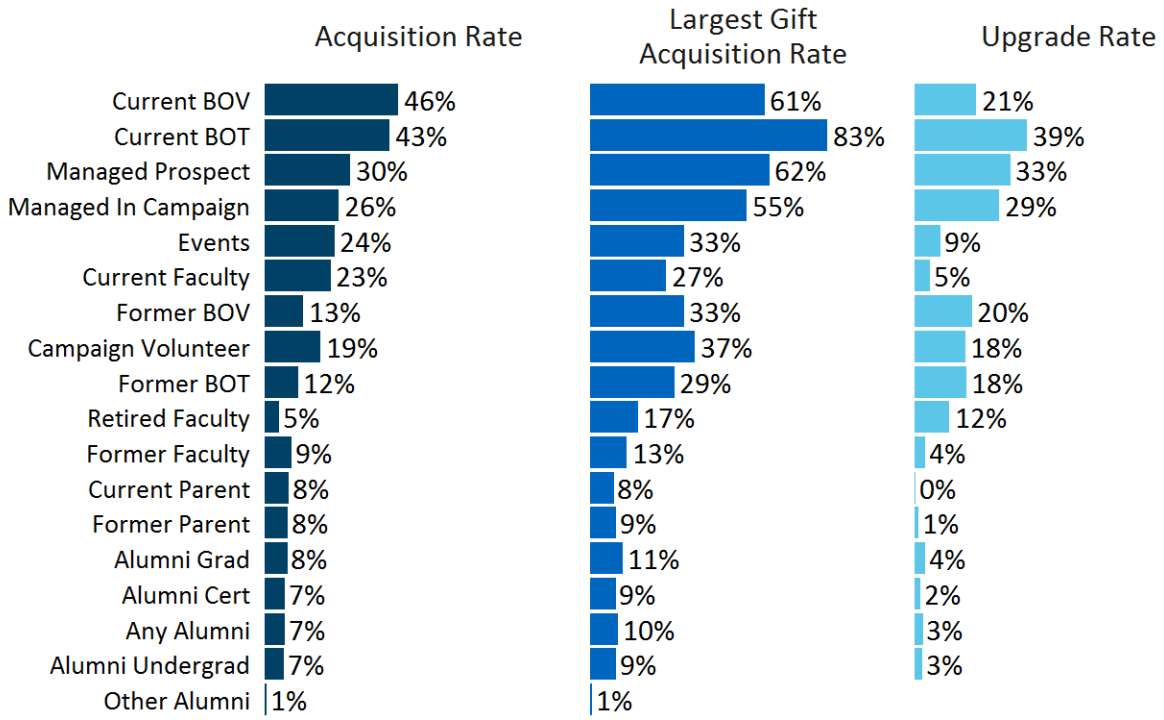
Surprisingly, *current Board of Trustee* members had a lower average of campaign giving than Former BOT, Current BOV, and Former BOV. *Alumni* of all categories (*Graduate, Undergraduate, Certificate, Any Degree*) have the lowest average campaign giving of any category apart from *Current Parents*.

Donor Acquisitions and Upgrades by Primary Record Type



Entities with the primary record type of *Friend* were acquired and upgraded at the highest rates compared to the other record types during the campaign. Marts & Lundy typically sees higher acquisition and upgrade rates for *Alumni* and much higher acquisition rates for *Students* during a campaign.

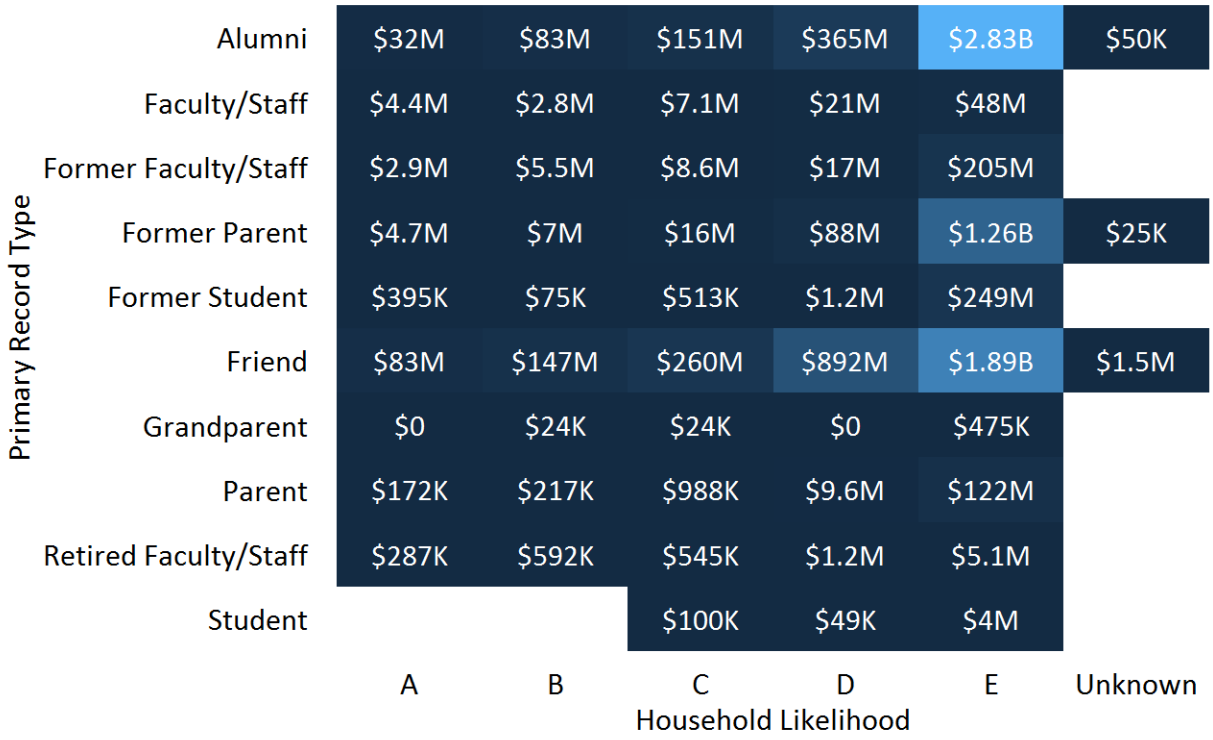
Donor Acquisition and Upgrades by Additional Constituent Characteristics


Acquisition Rate
Largest Gift Acquisition Rate
Upgrade Rate
Current BOV 46% 61% 21%
Current BOT 43% 83% 39%
Managed Prospect 30% 62% 33%
Managed In Campaign 26% 55% 29%
Events 24% 33% 9%
Current Faculty 23% 27% 5%
Former BOV 13% 33% 20%
Campaign Volunteer 19% 37% 18%
Former BOT 12% 29% 18%
Retired Faculty 5% 17% 12%
Former Faculty 9% 13% 4%
Current Parent 8% 8% 0%
Former Parent 8% 9% 1%
Alumni Grad 8% 11% 4%
Alumni Cert 7% 9% 2%
Any Alumni 7% 10% 3%
Alumni Undergrad 7% 9% 3%
Other Alumni 1% 1%

Current Visitors and *Current Trustees*, as well as *Managed Prospects*, had the highest acquisition rates. *Current Trustees* and *Managed Prospects* had the highest upgrade rate.

Capacity Remaining by Primary Record Type

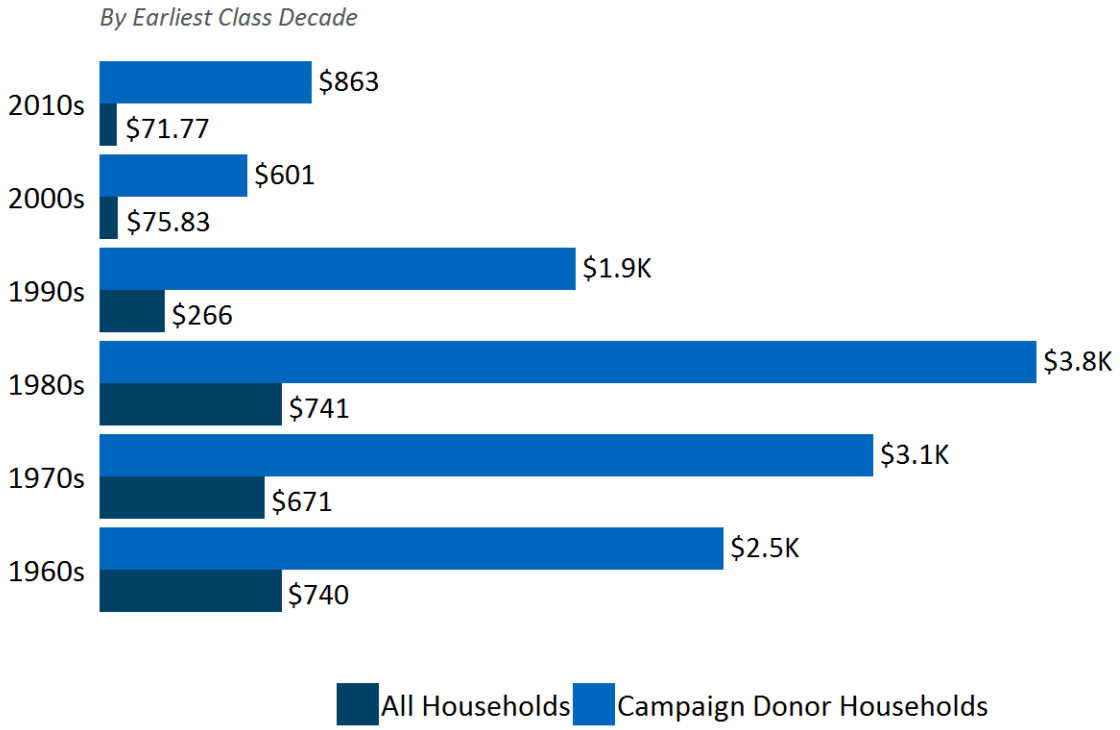
Please note that the remaining capacity is for giving to any philanthropic organization – not specifically to Mason – and is not weighted by major giving likelihood.



Alumni households with the lowest likelihood rating (*E*) have the largest bank of remaining capacity in the post-campaign period at $2.83 billion. Significant cultivation may be required to move these alumni up into a higher likelihood category and make this capacity more accessible. *Former Parents* also have a large bank of untapped capacity in the *E* likelihood level, though the time may have passed to cultivate these prospects due to their children no longer being students. *Friends* were a significant source of the most recent campaign's revenue (20 percent), and this group also has a large remaining bank of capacity at the lowest and second lowest likelihood levels.

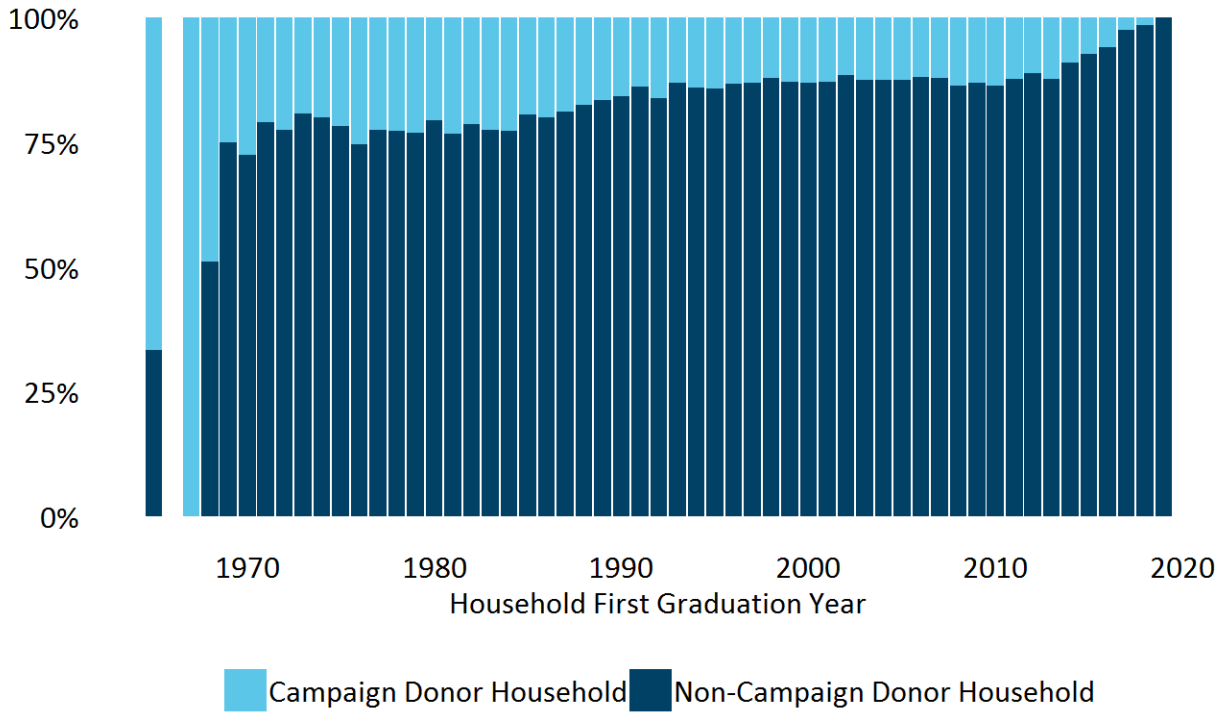
Giving by Alumni Decade

Average Giving by Class Decade



Alumni from the *1980s*, *1970s*, and *1960s* shared similar levels of average campaign giving, though the *1960s* alumni from prior to Mason's establishment as an independent institution number fewer than 200 households. Mason saw a step down in average campaign giving among the graduates of the *1990s* and a more significant drop off among the alumni from the 21st century. As can be seen in the graphic below, participation among very recent graduates and current students was particularly low during the campaign.

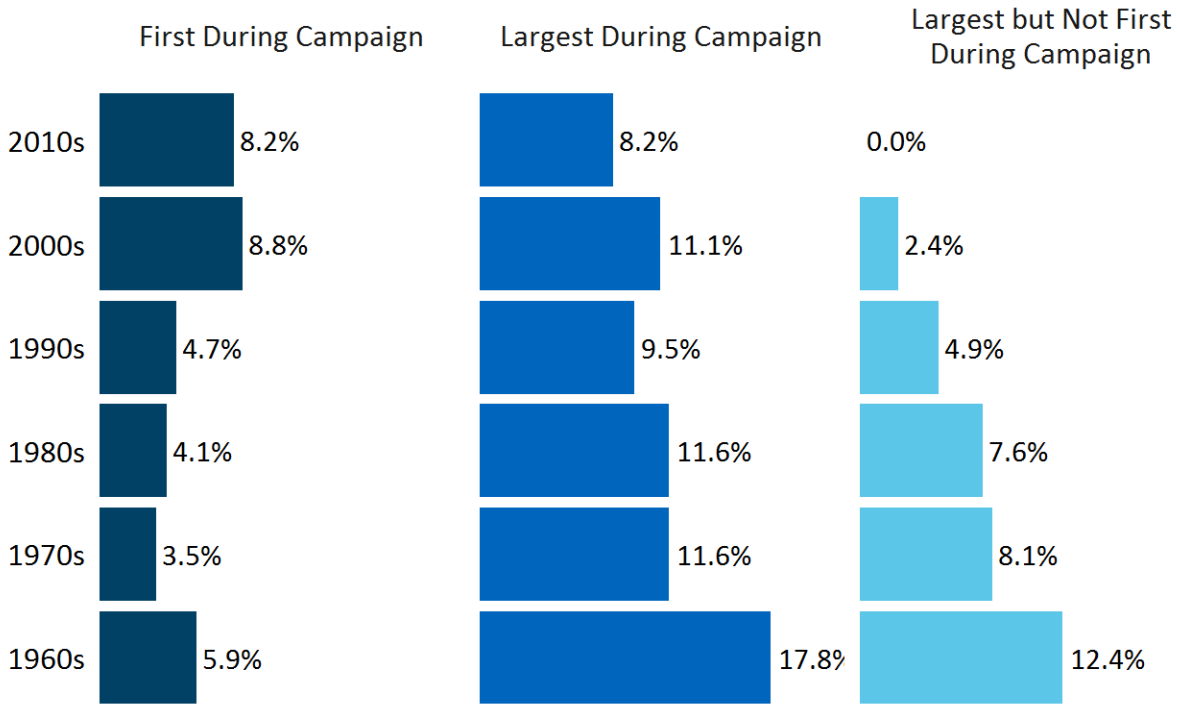
Participation by Class Year



Class Decade	Participation	Donor Households	Non-Donor Households
1960s	32.5%	53	110
1970s	22.5%	1,836	6,311
1980s	19.9%	3,916	15,788
1990s	13.8%	5,514	34,484
2000s	12.6%	6,781	47,015
2010s	8.3%	5,700	62,875

Campaign participation was approximately at parity among the classes of the *1970s* and *1980s*, with a decline starting in the late 1980s and flattening again during the 1990s and 2000s. After about the class of 2012, campaign participation declined sharply.

Donor Acquisition and Upgrades by Class Decade

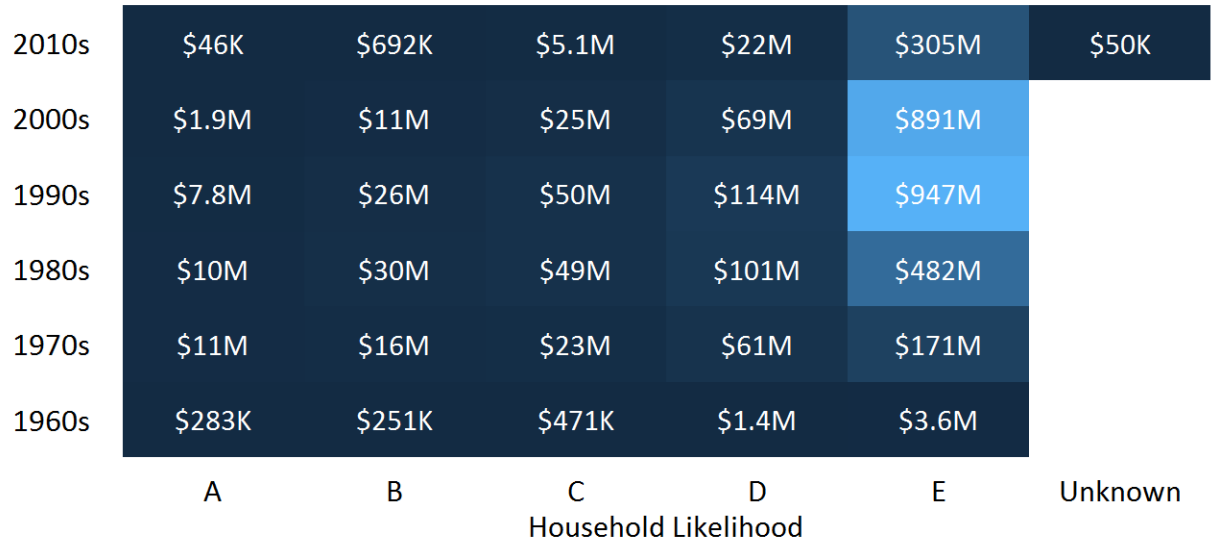


8.2 and 8.8 percent of alumni from the *2010s* and *2000s,* respectively, were acquired as donors during the campaign period. Alumni of the *1980s* and *1970s* were upgraded at the highest rates during the campaign, with 7.6 and 8.1 percent making the largest but not first gift during the campaign period. Fewer than 200 households were alumni of the *1960s*, compared to just under ten thousand households in the *1970s* and several tens of thousands in the subsequent class decades.

Capacity Remaining by Class Decade

Total Capacity Remaining by Class Decade

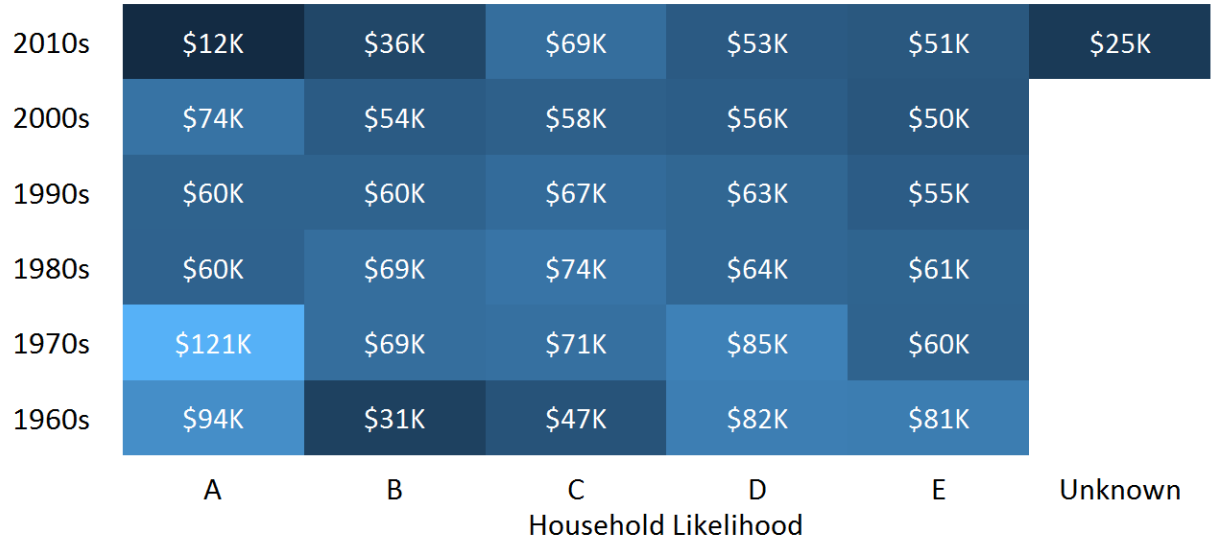
Please note that the remaining capacity is for giving to any philanthropic organization – not specifically to Mason – and is not weighted by major giving likelihood.



Alumni of the *1990s* and *2000s* have a significant amount of capacity, but these constituents are rated in the lowest major giving likelihood category.

Class Decade	A	B	C	D	E	Unknown
2010s	$46,175	$691,738	$5,138,968	$21,655,506	$304,631,618	$49,995
2000s	$1,912,304	$10,531,975	$25,296,187	$69,063,829	$891,236,459	$0
1990s	$7,765,862	$25,818,177	$49,921,602	$114,063,180	$946,572,743	$0
1980s	$10,243,657	$30,047,020	$49,202,734	$100,670,759	$481,835,022	$0
1970s	$11,361,205	$15,730,216	$22,938,195	$60,814,055	$171,403,607	$0
1960s	$283,375	$250,818	$470,512	$1,398,225	$3,574,545	$0

Average Capacity Remaining by Class Decade

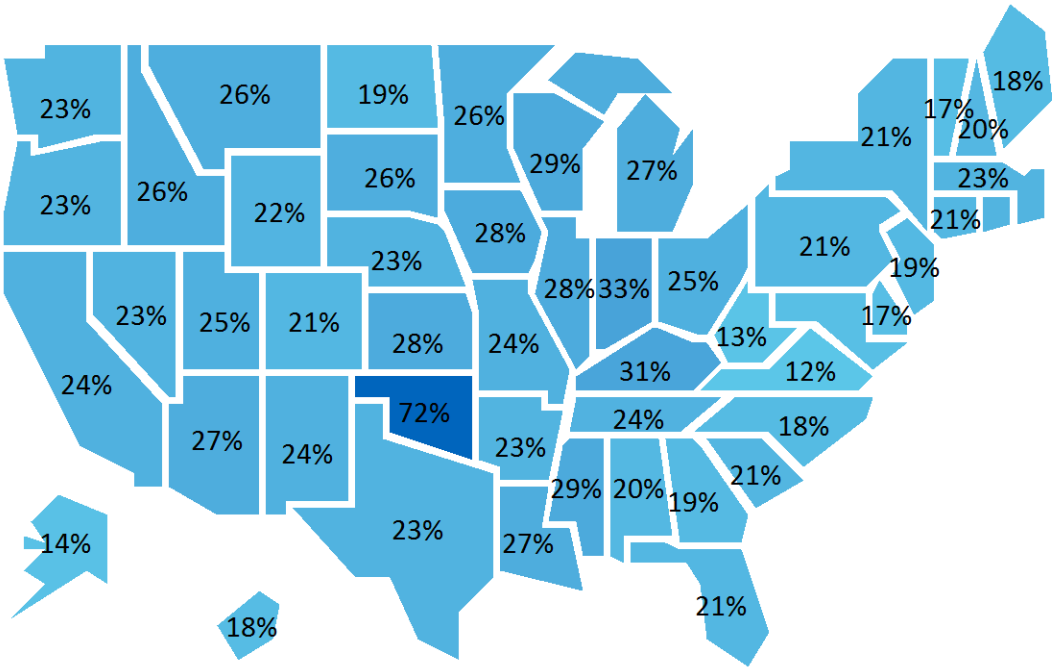


Alumni of the *1970s* are the group with the highest average capacity remaining in the highest major giving likelihood level (*A*).

Giving by Geography

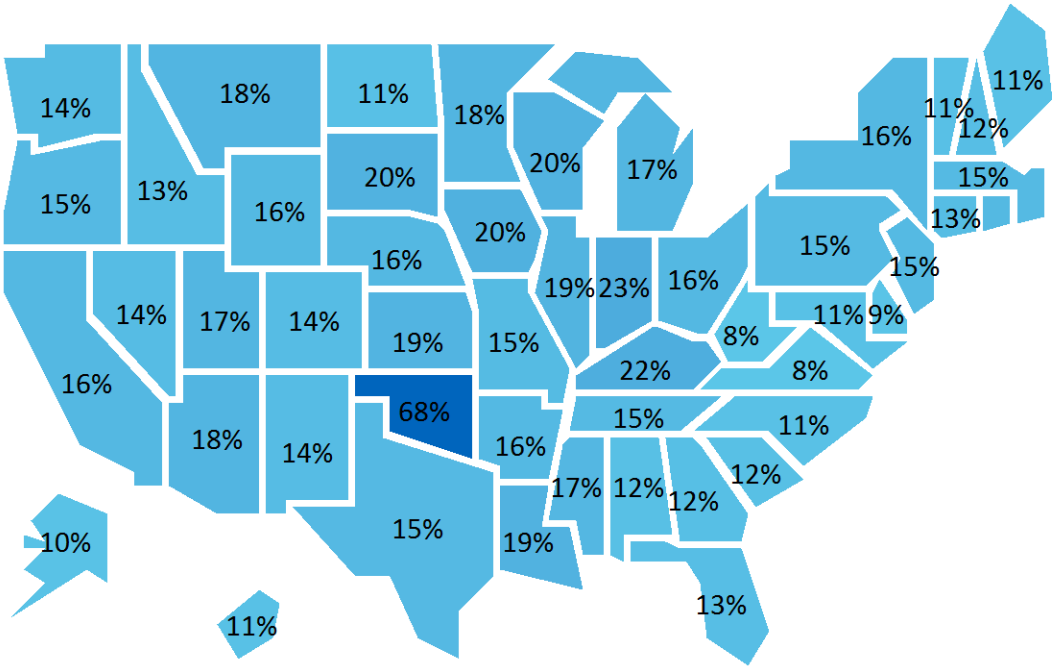
Donor Household Rate by State

State-by-state rates of household campaign participation were calculated by dividing the number of campaign donor households (greater than $0 in campaign credit) by the total number of constituent households in that state.



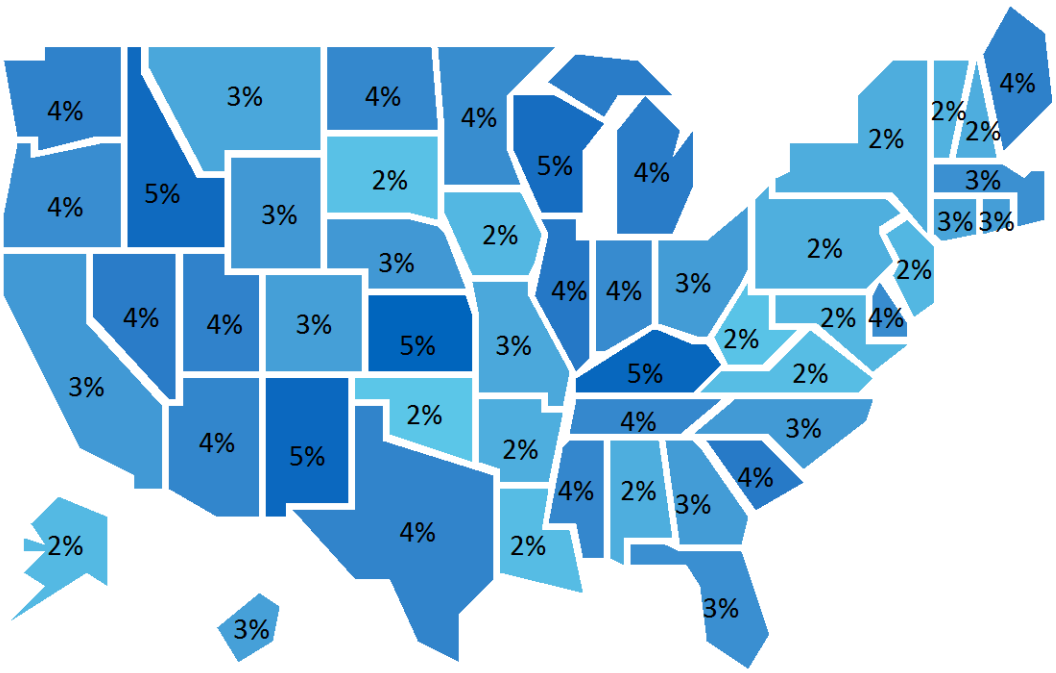
Oklahoma has a surprisingly high donor participation rate, in part due to the low number of Mason households in the state, but states with similar numbers of Mason households (Tennessee, West Virginia, Oregon, etc.) had far fewer campaign participants.

First Gift During Campaign



Many of these Oklahoma campaign donors were acquired as first-time donors during the campaign. The acquisition rate across other states was generally within the 12 to 16 percent range, with some higher levels of acquisition in the Upper Midwest and Great Lakes region (Iowa, Wisconsin, Illinois, Indiana, and South Dakota).

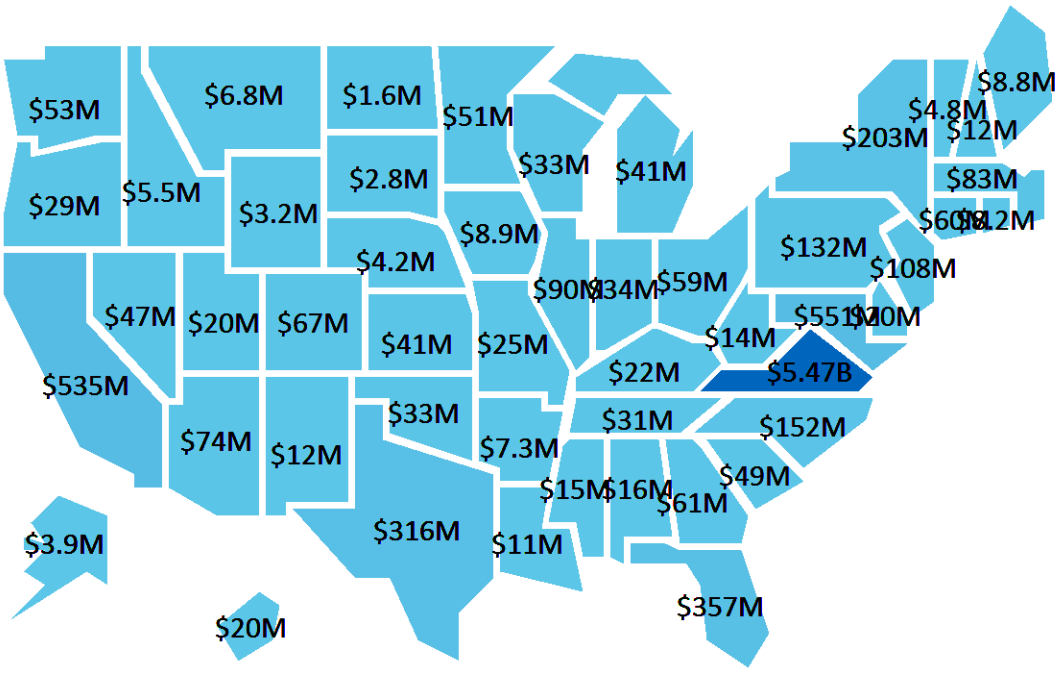
Largest but Not First Gift During Campaign



Donor upgrades during the campaign were evenly distributed across the US. Some of the states with the highest rate of upgrades (5 percent) were Idaho, New Mexico, Kansas, Wisconsin, and Kentucky.

US Remaining Capacity

Please note that the remaining capacity is for giving to any philanthropic organization – not specifically to Mason – and is not weighted by major giving likelihood.



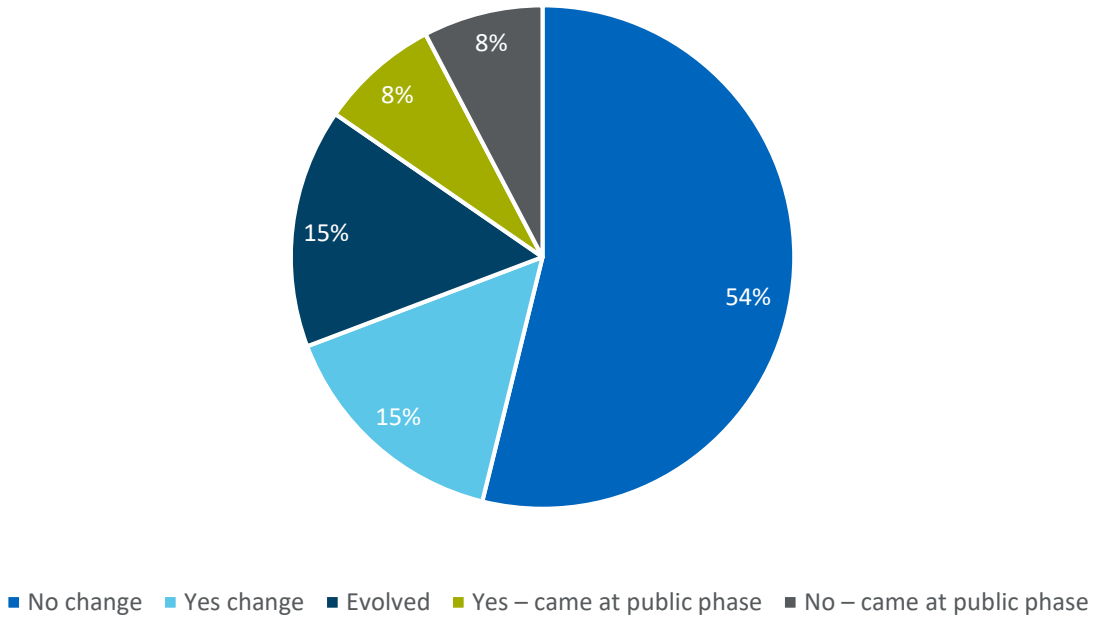
Virginia is the center of remaining campaign capacity with $5.47 billion. Maryland and California are the next largest areas of post-campaign capacity, but households in these states only represent 10 percent of the capacity in Virginia ($551M and $535M, respectively).

Summary of Qualitative Findings

Adding context to the analytical portion of the study was critical to placing the results in perspective to the forces at work during the campaign; they shaped the outcomes. To gain insight into this, thirteen individuals were individually interviewed and asked a set of questions (See the Appendix). The interviewees were board members, campaign leaders, deans, and Advancement staff, both from Central and the schools and units. The interviews took place in July and August 2019.

Interview Findings

Describe your role during the campaign. Did it change at all during the campaign?



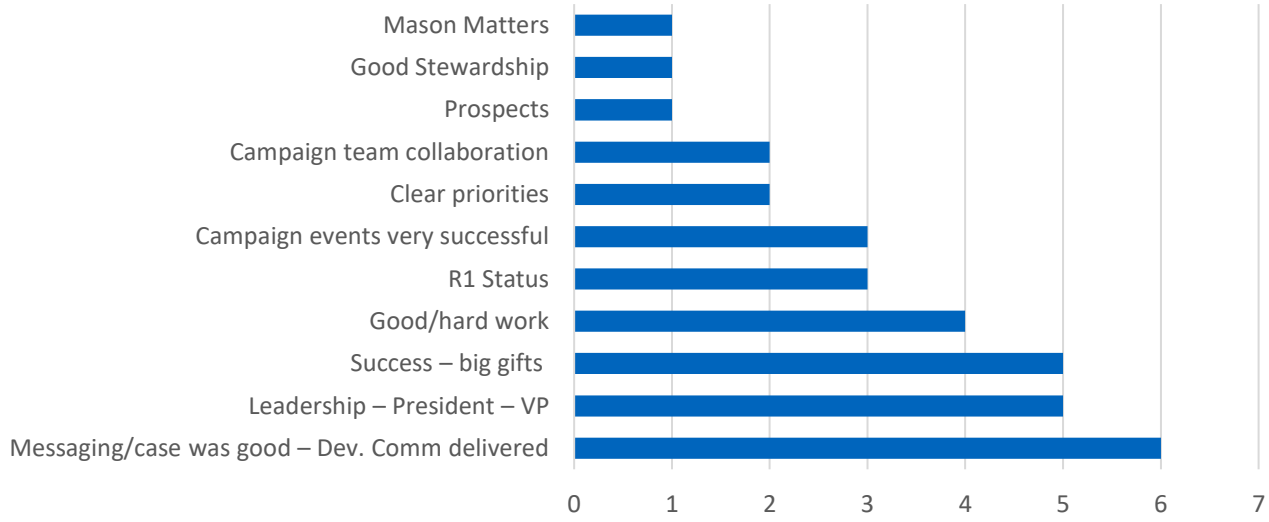
The *Faster Farther* campaign was conducted over an eleven-year period; counting began July 1, 2007 and concluded December 31, 2018. During this time, Mason experienced a presidential transition, transition of most of the deans, significant transition within the Foundation board, a vice president of advancement transition, and innumerable turnovers in Advancement staff. These have direct impact on the ability of an organization to fundraise since it is a business model heavily reliant upon having well-developed relationships. Of the interviewees, slightly more than half of them had no change in their position during the campaign. To improve fundraising results in the next campaign, there needs to be a focus on retaining relationships/staff and growing engagement.

Representative Comments:

- *Started to be engaged when the campaign went public. As I got more and more involved, I became aware about the campaign.*

- *Joined the board in the beginning of the Quiet Phase.*
- *Came five years ago (2014) as Associate Director, arrived just before the kick-off.*
- *Still in the same role – started about six months before the campaign did.*
- *Came to Mason in July 2013 as Director, role has changed over the course of the campaign, am now an AVP. The changes came about as happenstance, necessity and experience, not sure that the they were caused by the campaign.*

From your perspective, what were the five things that worked the best during the campaign?



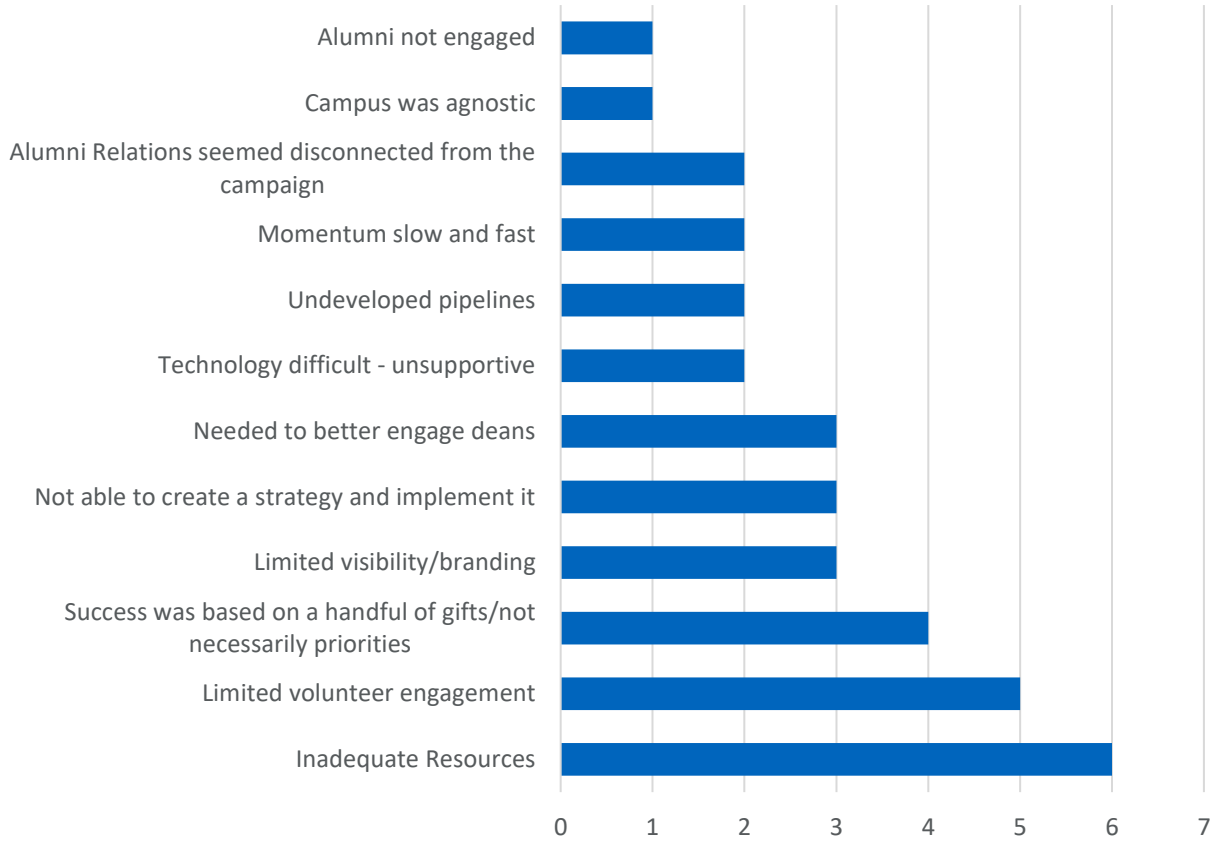
In addition to hard work and good leadership, achieving R1 status was cited as a significant factor in elevating the profile of Mason. This, along with an excellent team in Donor Communications, helped Mason deliver strong messaging about *Faster Farther*. In later responses, it is noted that campaign communications were limited to those done by Advancement; the overall University Communications office did not promote nor assist in delivering campaign messaging.

Representative Comments:

- *The overall success of the school [University] helped people want to be a part of the campaign. It [the University] has been one of the most successful in the world given its accomplishments; the success of its graduates and improved ratings; its R1 status was pretty significant for its age. The emphasis on research helped.*
- *Administrators were not leveraging the board. It was a challenge to get the messages heard. Achieving the R1 status helped – started to see a big number – all-in momentum the last year or two of the campaign.*
- *Micro-communications helped with cases in the College. The campaign opened doors that otherwise might not be opened. See the value of campaigns – it was a new experience for me.*

- *The ability to claim success – the single greatest outcome. There were naming gifts – so important at the University level – would have liked to have seen some at the unit level.*
- *Pulled together a thoughtful case, superb campaign website – able to engage everyone at all levels. The priorities were the right ones. The campaign had impact. Significant evolution in Prospect Research, Donor Relations, and Communications.*

What were the five biggest challenges during the campaign?



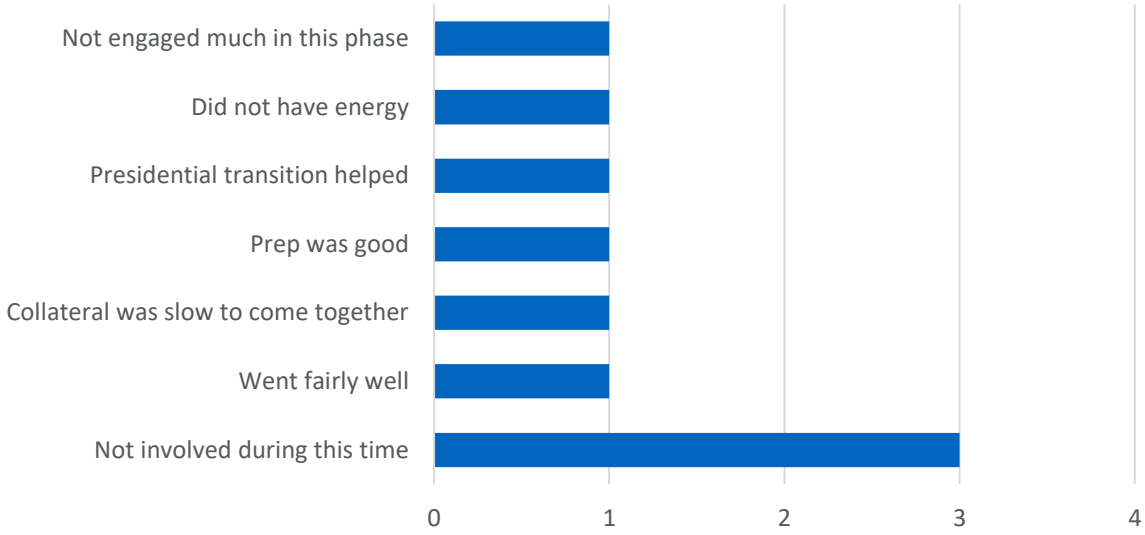
Inadequate resources were a theme through many of the responses to the questions. Most noted that Mason was successful despite this underinvestment and that it was contrary to what the consultants had advised Mason to provide by way of investment in staffing.

Representative Comments:

- *1. Inadequate resources and investment in the campaign. 2. Very difficult to get cooperation from some University support units, such as getting the campaign banners installed, building names installed. 3. Minimally engaged alumni. 4. Not the best technology and systems. 5. For the most part, some inexperienced deans/under-developed/undeveloped donor pipelines within units and generally. Internal constituents (faculty and staff, students) never coalesced around the campaign.*
- *Momentum was a challenge. Leadership – the board was also supposed to be fundraising; many held events, but more could have been done.*

- *Outside of reporting the numbers, there was nothing that took advantage of what the board could do. Were there micro-threads that could have helped? So much more that they could do. Would have helped to have financial figures for talking points for networking.*
- *Branding was frustrating. They were not ready for it. Not enough staff. Success of the campaign was based on five gifts that were not necessarily connected to Faster Farther priorities. Could have used more outreach and accelerated outreach.*
- *Difficult to get volunteers/board engaged in the campaign – every effort to do so was stopped by the president. Follow-up with potential donors was a problem. Alumni Relations seemed to be at odds with fundraising. Relationships with DoDs at the top not good – could have done a better job of engaging them – felt like there was a vacuum. Were unable to create a strategy AND implement it. Miscalculated the time and attention needed to engage the deans. DOs did not take working their portfolios very seriously. Very little prospect discovery was done.*
- *Money came outside the priorities – some objectives were not met. It was frenetic in the beginning with Dr. Merten's retirement – the entire cabinet turned over and a new budget model implemented. There was a short planning period. Expected more positions for fundraising but none came. Took a long time to get the campaign logo/brand to take hold after the public kickoff.*
- *Shortened timeframe was a challenge. Lots of personnel transitions. Lack of a substantial budget. Not enough time to train the Deans and unit staff – needed more planning time.*
- *Potential donors did not necessarily have a good relationship with the president; he would try to move their gift to an area of his interest and not necessarily theirs. President was known to ask for the big gift first.*

Describe your thoughts about the: Quiet Phase – preparation

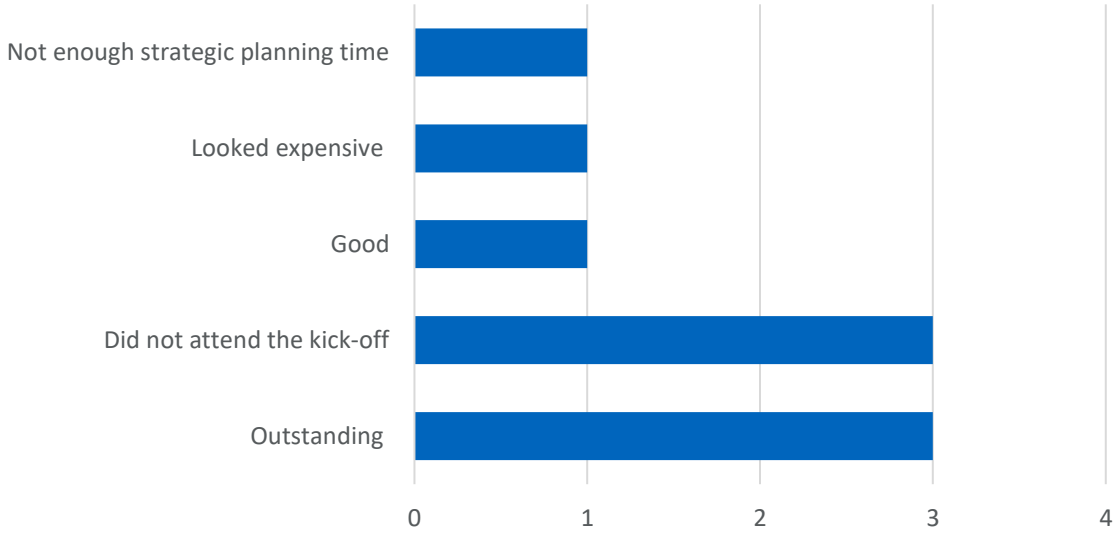


Perhaps because the Quiet Phase occurred sometime ago and was primarily during the previous president's tenure and due to the number of transitions, there was not much connection to that phase of the campaign.

Representative Comments:

- *Dr. Cabrera was a good leader. I was not so involved in the quiet phase. I came onto the BOV during the public phase. Jimmy Hazel did a great job.*
- *Was not involved at that time.*
- *His sense of it, kind of a mess, not thoughtful planning, not much alignment, no real game plan. Presidential transition made the difference – Dr. Cabrera did a good job listening to ideas and in recruiting Janet. Everyone became galvanized.*
- *Not really aware of the campaign during this phase. Did not get along very well with Development at this time, did not know what she (Janet) and the staff did. Did not get involved with strategies at all.*
- *Did not have energy.*

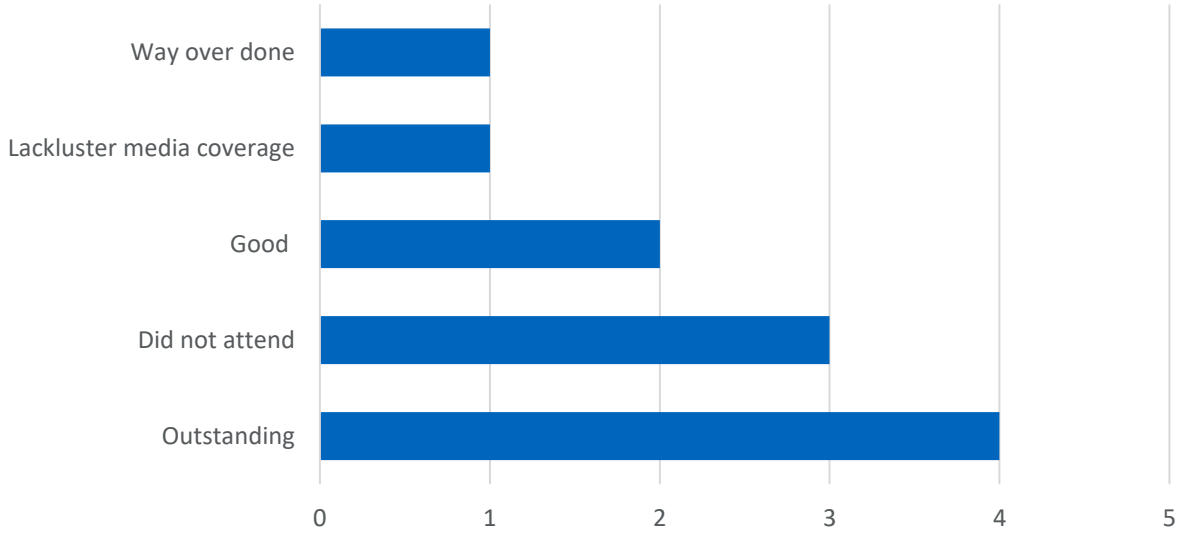
Describe your thoughts about the: Public Phase – kick-off



Representative Comments:

- *Outstanding kick-off event. Slow progress in public phase to really whip up widespread support and enthusiasm internally and externally.*
- *World class event on a budget. Natural opportunity to showcase Mason. People came away feeling like things are happening, concept of excellence.*
- *Went to this – was celebratory – president wanted them to go. Nine showcase events – looked expensive – did the expense bring in the return?*
- *Was fantastic.*
- *Did not attend.*

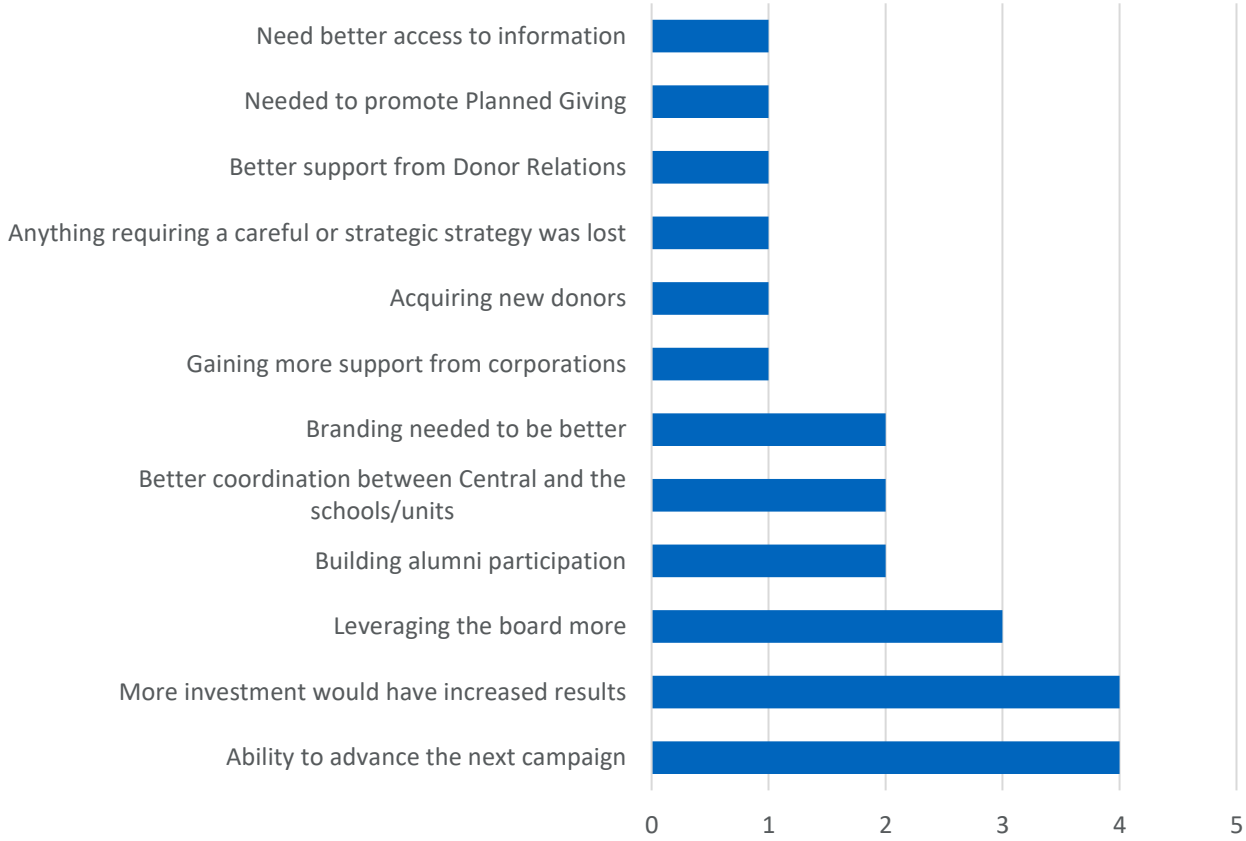
Describe your thoughts about the: Campaign Celebration



Representative Comments:

- *Outstanding culmination (but lackluster media coverage).*
- *Did not attend.*
- *Felt it was really good; felt energized.*
- *Well executed. Folded in stories. A much bigger crowd.*
- *Was phenomenal and spectacular. All aspects of Mason were celebrated.*
- *Some deans felt like this was way over done.*

What were the lost opportunities?



As Mason considers its next campaign, the responses from this question should be closely considered. The lack of investment, visibility, and engagement with alumni, and disconnect between presidential priorities and unit priorities were all missed opportunities. The next campaign will need to build considerable scaffolding where *Faster Farther* was unable to achieve it.

Representative Comments:

- *With no significant investment in the campaign and Advancement, an opportunity to advance the next campaign has been missed.*
- *1. Don't recall talking about approaching corporations to get support. Conversations were not focused in that way. Mostly discussed how relationships with people could be leveraged. 2. Appeared to do well with getting gifts from existing donors but not getting many new donors. Did a good job upgrading current donors. 3. An objective at the launch of the campaign was to get alumni more involved. This appeared to not happen. I don't recall much conversation or information about the campaign being sent or directed to alumni.*
- *Nowhere near the results for the alumni engagement goal. Should have been some micro-campaigns – the alumni board was not driven by Faster Farther but was by scholarship. The University has never looked at the alumni as part of the true ecosystem. Need to change the*

culture. Need more people, more fundraising capability and attract higher quality fundraisers. Need to staff based on strategy.

- *Would be good to have more people on the ground and use data better.*
- *Failed to set-up for the next campaign. Board was reformed but no active solution. Failed at creating a leadership forum.*
- *Large gifts were lost – lost a $20M gift Anything requiring a careful or strategic strategy was lost. Lost resources during the campaign. Not allowed to display campaign branding anywhere on campus such as banners – Facilities refused to put them up.*
- *Not increasing resources in Central Advancement prevented them from advancing the pipeline – feels like we are in the same place as when we started.*
- *Why didn't we promote Faster Farther more? – There was no promotion of the campaign other than through Advancement.*
- *Just getting access to information to identify who we should be working with. Alumni are critical to the process. Deans could not get access to a master list of alumni. Was told "lists have to be controlled."*

What are your thoughts about the leadership during the campaign? – University President

Representative Comments:

- *Dr. Cabrera did a great job. He was the right person for the right time. Helped interpret the University and painted a beautiful picture.*
- *Dr. Cabrera was an awesome champion, stayed on message – there were always 3-5 things that always resonated – he encapsulated it as an individual. Dr. Cabrera never attended an Alumni Association board meeting.*
- *Nothing but supportive. Perfectly willing to be at the front.*

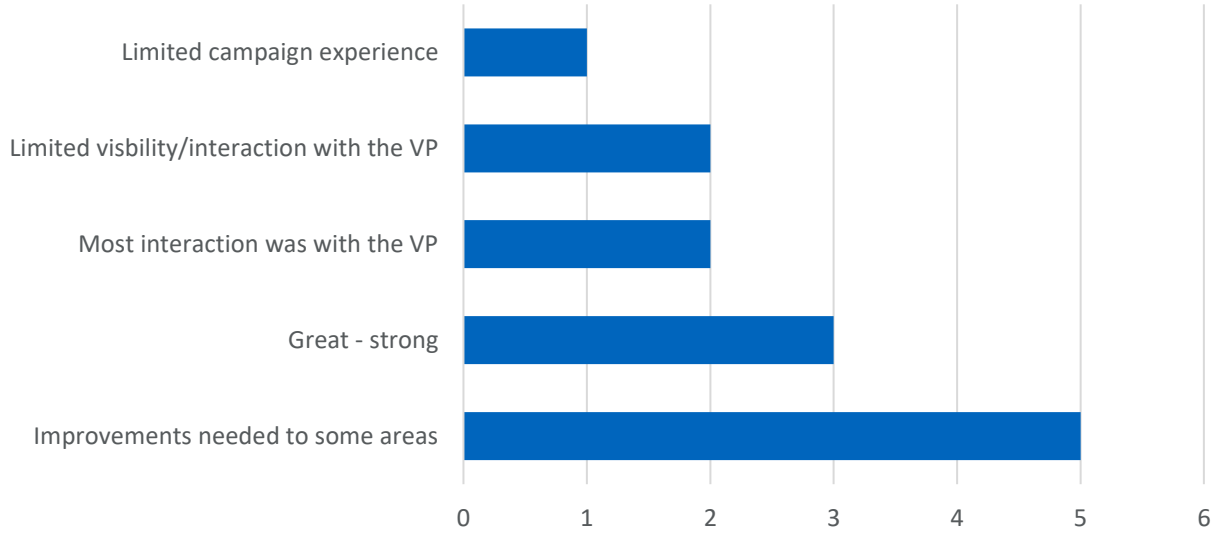
- *In a public setting: fantastic, good cheerleader, convincing speaker, great figurehead. No patience with cultivation and solicitation. Was not a good listener. Had his agenda based on his needs. Not prospect- or donor-centered. Sometimes gifts/donors were lost because of his actions.*
- *Chased ideas – when he was involved, he was undermining what the unit was trying to do. Incapable of staying on point.*

What are your thoughts about the leadership during the campaign? – Board/Volunteer

Representative Comments:

- *Campaign Chair was very supportive and willing to do what was asked. With the exception of a couple of Visitors and Foundation board members, board members overall were not willing to solicit gifts or provide significant assistance cracking their networks, although they all provided verbal encouragement and support for the campaign. Some promises were made but not fulfilled.*
- *Some people were outstanding, but it was a mixed bag.*
- *Tom Davis and Jimmy Hazel took active roles. There were missed opportunities, need to take advantage.*
- *I don't think the board played any role. Jay maybe. They did not give or volunteer – did not have a person they could leverage. Jay was visible and showed up.*
- *Internal leadership limited the way external leadership could be used; mostly allowed 1x1 interaction. Did not leverage their contacts. The national leadership council did not work as intended – made up of people who were clearly close to us – did not advance anything – it was more stewardship than fundraising.*
- *Cultivated relationships with board members – not necessarily about the campaign.*

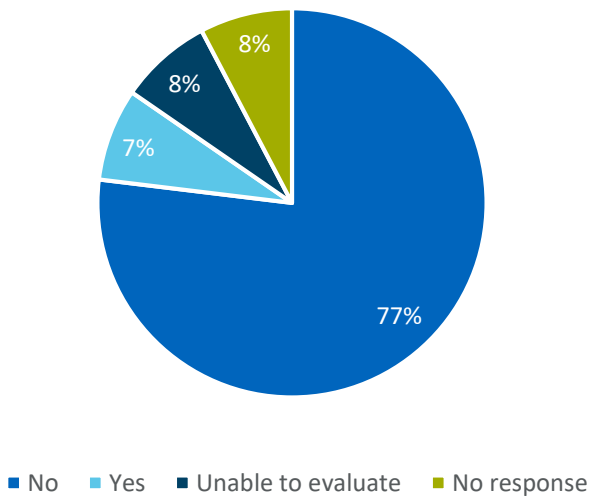
What are your thoughts about the leadership during the campaign? – Staff



Representative Comments:

- *Very little campaign or major gift experience amongst development officers, deans, and other senior university leaders.*
- *Staff were great. Lots of creativity and ideas and nice follow through.*
- *Staff – back room thin but strong. Foundation was set-up well for the future. The structure of the development office needs to be tweaked. Need a key person to help with sales management.*
- *Brain trust around the campaign messages was great.*
- *Central staff worked very hard without additional resources.*
- *Need a more cohesive hybrid structure – central needs to be more of a service provider. Central needs to get better for us to get better. Lots of replication of duties between units and central.*
- *Unable to put policy in place and abide by it. Substantially understaffed all over Advancement.*

From your perspective, was the campaign resourced appropriately? How so?



Overwhelmingly, there was agreement that *Faster Farther* was not funded appropriately. A review of the top ten gifts to the campaign demonstrate clearly that if they had not come in, the campaign would not have been a success. The untapped potential in the prospect pool is a strong indicator that there were not enough frontline fundraisers to engage these prospects. Additionally, significant engagement with alumni needs to take place for Mason to capitalize on its potential.

Representative Comments:

- *Absolutely not, despite beating the need incessantly.*
- *They were under-resourced but exceeded expectation. Felt like they were short-staffed, but they accomplished the goal. Given that, if there had been more resources could they have moved the needle in other areas such as increased alumni participation/giving. Would have been nice to do that.*
- *Always underfunded. There were not enough fundraisers.*
- *Campaign was an unqualified success. Nothing is left for the next one. Need more infrastructure and broadened – will be better suited for $1B.*
- *No, we operated on a very thin margin and were unable to capture more potential due to limited staffing and losses over the course of the campaign.*
- *No. We need to staff up; there are very few frontline fundraisers, need a major branding, don't trust that Central would make it work – need more in the units.*

What would you want to see be different in the next campaign?

Improve processes and utilization of resources
Create engagement metrics connected to the campaign
Promote the work of the schools/build the brand
Focus on unrestricted support
Build a broader base
Hire more experienced development officers
More staffing
Investment in better technology
Larger budget for overall execution
Have a plan - approved list of priorities
Wealthier and more prospects/better data
More engagement with faculty, staff, and alumni
0
1
2
3
4

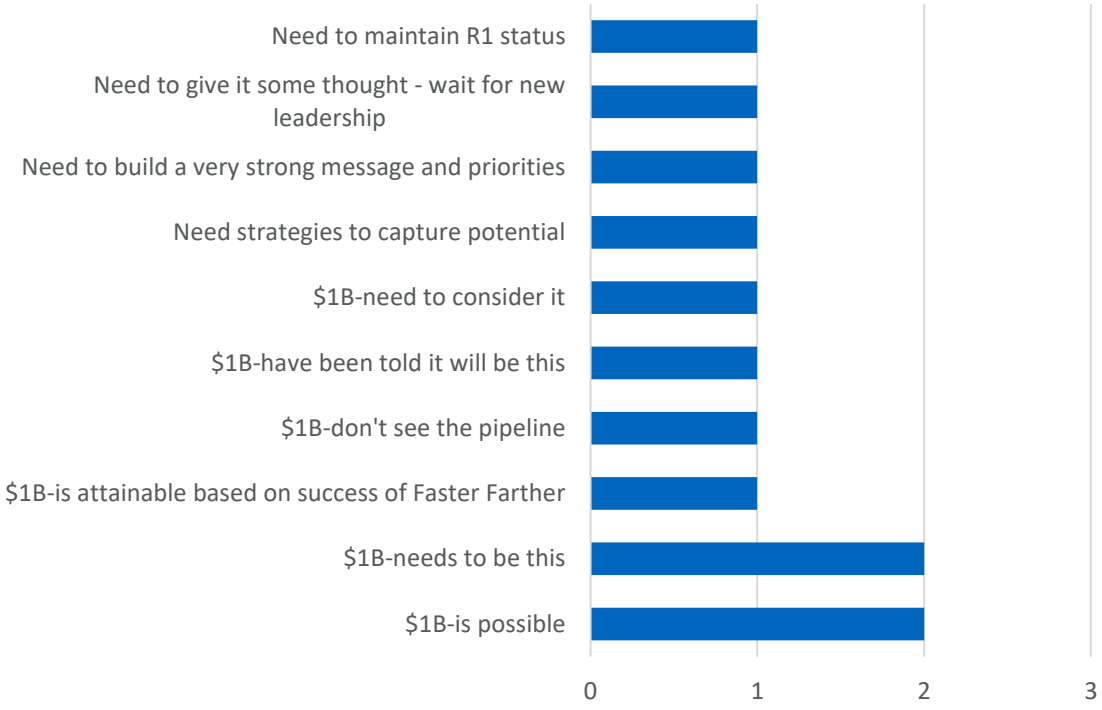
Representative Comments:

- *Larger budget for overall execution; significant investment in attracting more experienced development officers, particularly major gift; investment in technology; more enthusiastic support and engagement from faculty, staff, and alumni; more wealthy prospects!*
- *Stay connected. Keep in touch with alumni. Get a broader base.*
- *Need to find more prospects.*
- *We have to fix alumni engagement, make it more effective. Need to have a role for active influencers.*
- *Technology needs to be different – need data to direct warm leads and to get smarter about alumni and prospective donors.*
- *See us staff up. Be ready to go from the get-go. Have a plan for how we are going to be successful. Have cost-shares with the Fdn. Some new salary dollars. More prep time.*
- *An approved list of projects approach. Driven by a collaborative process. Eliminate duplicative processes.*
- *Anything that will build the pipeline, starting with a conversation about: Staffing to expand what we are doing. Huge expectation to support events but no capacity to build them centrally.*

Discuss the pipeline – work the base to build outreach and capacity. Create engagement metrics connected to the campaign. What if we have goal to achieve a certain number of donors?

- *Be able to say what the pillars/priorities are. Make your goal our goal – each unit would have a piece of each goal – make it a team effort. Not sure how many, but staffing is needed.*
- *Need to move some processes, better coordinate some processes, and have a better use of resources.*

What are your thoughts about the next campaign – it's size, scope, etc.?


Need to maintain R1 status
Need to give it some thought - wait for new leadership
Need to build a very strong message and priorities
Need strategies to capture potential
$1B-need to consider it
$1B-have been told it will be this
$1B-don't see the pipeline
$1B-is attainable based on success of Faster Farther
$1B-needs to be this
$1B-is possible
0
1
2
3

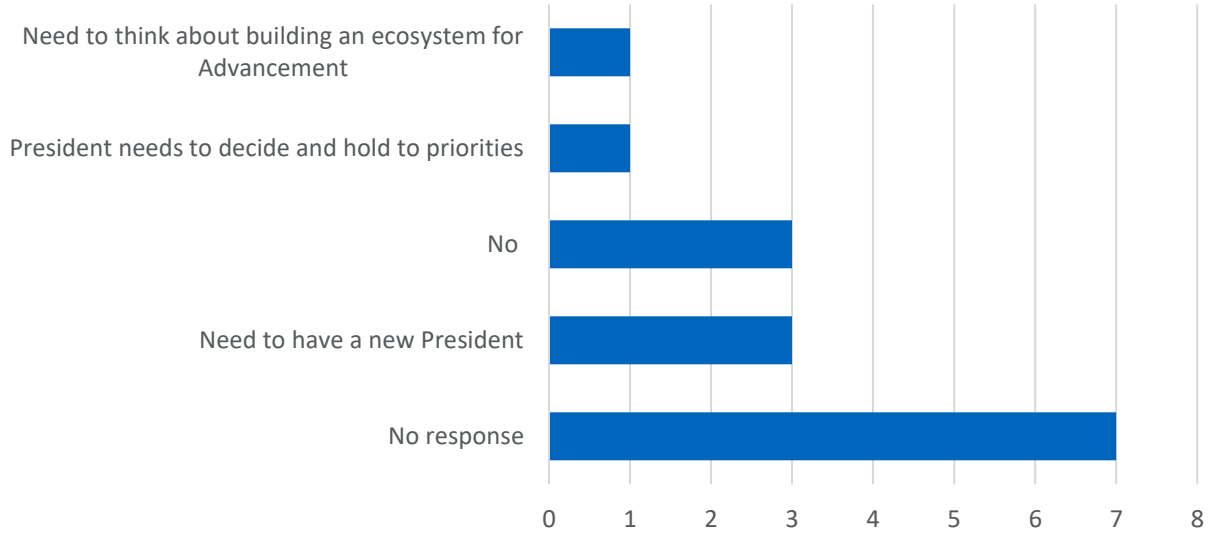
$1 billion appears to be the number everyone thinks is possible because of the success of *Faster Farther* in reaching $690 million. However, they do agree that increased investment in Advancement will be needed to make that happen; continuing to work in the same way will not be feasible.

Representative Comments:

- *The next campaign has to be at least $1 billion, but at this point, I don't see the pipeline.*
- *Yes $1B is possible. What will be the strategy with corporations? Have to have fast and strong strategies to capture the giving potential.*
- *Certainly, possible to get to $1B for the next one. Has to pull its own weight. first priority – need to maintain the R1 rating – maintain focus on getting grants.*
- *$1B is the natural number. Set the bar higher. The success of the last one is the proof that $1B can be attained.*

- *Have been told it will be $1B – need 1-2 years to bulk up and prepare.*
- *If we have leadership to advance a vision for the department – coalesce around Mason statement – go to the provost – deans must fundraise and go on visits – get rid of people who are not doing their jobs, then yes let's set a big goal – want to stretch.*
- *Build upon the Mason story and its successes – our outcomes are unique – it is pie in the sky to set a dollar amount – use the next five years to build a very strong message and build priorities, increase the # of donors, get testamentary stories – We have a tired upper tier, not enough of them – need to work the middle and improve the annual fund.*
- *Better and more collaboration with OCM. Better job of educating students and getting them involved. Have a more comprehensive volunteer structure.*
- *New leadership is coming, not sure about the timing of the next campaign, still need to give it some thought. Could use some help – there is a lot more that I want to do – need more scholarships.*

Is there anything that we have not discussed that you want to add?



Representative Comments:

- *Nothing else. I would like to be even more connected. Don't be afraid to being things to me.*
- *We are one person short of a crisis – we need to think about redundancy, the need for an ecosystem and scaffolding that supports us.*
- *Next president needs to decide and hold to priorities. Provide the time and resources to plan and implement the campaign.*
- *Need to have a new president.*

Acknowledgements

Thank you to the following George Mason volunteers, leadership, and staff who participated in interviews for this assessment and provided information to inform this report.

- Jimmy Hazel
- Jay O'Brien
- Kelly McNamara Corley
- Steve Cumbie
- Sumeet Shrivastava
- Mark Rozell
- Janet Bingham
- David Long
- Chris Clark-Talley
- Kathleen Diemer
- Eleanor Weis
- Eileen Kennedy
- Kevin Augustyn

Appendix

Questions used for the qualitative interviews

1. Describe your role during the campaign. Did it change at all during the campaign?
2. From your perspective, what were the five things that worked the best during the campaign?
3. What were the five biggest challenges during the campaign?
4. Describe your thoughts about the:
    a. Quiet Phase – preparation
    b. Public Phase – kick-off
    c. Campaign Celebration
5. What were the lost opportunities?
6. What are your thoughts about the leadership during the campaign?
    a. University President
    b. Board/volunteer
    c. Staff
7. From your perspective, was the campaign resourced appropriately? How so?
8. What would you want to see be different in the next campaign?
9. What are your thoughts about the next campaign – it's size, scope, etc.?
10. Is there anything that we have not discussed that you want to add?

Academic Programs, Diversity, and University Community Committee - Thursday, February 27, 2020

George Mason University Board of Visitors

I. Call to Order

A. 2020-JAN-27 APDUC Agenda .docx

II. Approval of Minutes

A. APDUC Committee Meeting 2019-DEC-12.docx

III. New Business

A. Provost's Update — S. David Wu

B. Online Expansion Updates — Michelle Marks

1. Online Program Expansion Update 2020-FEB-27

C. Faculty Diversity and Inclusion Initiatives — Kimberly Eby | Milagros Rivera

1. 20-Inclusive Wellbeing BOV APDUC PRESENTATION 2-27.pptx

D. Program Actions

1. New Program Approvals — ACTION ITEM

a. MS, Finance

i. BOV Justification Sheet Finance 020420.pdf

ii. Finance MS PAF.pdf

b. MS, Information Security Management

i. BOV Justification Sheet ISM.pdf

ii. Program Announcement Form_MS_ISM.pdf

2. PSM, Forensic Science

a. BOV Justification Sheet_Forensic Science PSM.pdf

b. Program Announcement Form PSM ForSci.pdf

3. MA, Peacebuilding

a. BOV Justification Sheet MA Peacebuilding.pdf

b. PAF Peacebuilding MA.pdf

E. Faculty Actions — ACTION ITEM

1. Conferral of Emeritus/Emerita Status

a. 1 - Conferral of Emeritus-Emerita Status.pdf

2. Elections of New Tenured Faculty

a. 2 - Elections of New Tenured Faculty.pdf

F. Faculty Announcements

1. Appointment of Faculty
    a. 3 - Appointment of Faculty.pdf
2. Appointment of Administrative and Professional Faculty
    a. 4 - Appointment of Administrative and Professional Faculty.pdf
3. Renewals and Reappointments
    a. 5 - Renewals and Reappointments.pdf
4. Separations
    a. 6 - Separations.pdf
5. Other Announcements
    a. 7 - Other Announcements.pdf
6. Summary of Faculty Actions and Announcements
    a. BOV Summary Sheet - Feb 2020.pdf

G. Reports

1. Faculty Diversity, Fall 2019
    a. Faculty Diversity Fall 2019.docx
2. Faculty Retention, Fall 2018-Fall 2019
    a. Faculty_Retention_F19.docx
3. Undergraduate Student Retention and Graduation Report
    a. BOV Retention_Grad_2019_GD.docx

IV. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Thursday, February 27, 2020
AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from December 12, 2019 (Action Item)

III. New Business

A. Provost's Update (S. D. Wu)

B. Online Expansion Updates (Michelle Marks)

C. Faculty Diversity and Inclusion Initiatives (K. Eby | M. Rivera)

D. Program Actions (**Action Item**)

1. New Program Approvals
    a) MS, Finance
    b) MS, Information Security Management
    c) PSM, Forensic Science
    d) MA, Peacebuilding

E. Faculty Actions (**Action Item**)

1. Conferral of Emeritus/Emerita Status
2. Elections of New Tenured Faculty

F. Faculty Announcements

1. Appointment of Faculty
2. Appointment of Administrative and Professional Faculty
3. Renewals and Reappointments
4. Separations
5. Other Announcements
6. Summary of Faculty Actions and Announcements

G. Reports

1. Faculty Diversity and Retention Report
2. Undergraduate Student Retention and Graduation Report

IV. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity & University Community Committee

MINUTES
Thursday, December 12, 2019
9:25 - 10:15 AM
1201 Merten Hall, Fairfax Campus

PRESENT: *Rector:* Tom Davis; Chair: Bob Witeck; Vice Chair: Simmi Bhueller; *Visitors:* Horace Blackman, Juan Carlos Iturregui, Carolyn Moss, Paul Reagan and Lisa Zuccari; *Faculty Senate Chair*: Shannon Davis; *Student Representatives*: Natalie Gelbvaks and Camden Layton; *Faculty Representatives*: Christy Pichichero and Keith Renshaw; *Staff Representatives*: Provost S. David Wu, Rose Pascarell and Julian Williams.

ABSENT: Anjan Chimmaldinne, Wendy Marquez, and Nancy Prowitt.

I. The meeting was called to order by Chair Bob Witeck at 9:25 AM.

II. Approval of Minutes (Action Item)
It was **MOVED** by Visitor Bhueller and **SECONDED** by Visitor Moss that the minutes from the October 10 meeting be approved. **MOTION CARRIED UNANIMOUSLY**.

III. New Business

A. Provost's Update
S. David Wu – Provost and Executive Vice President
Provost Wu framed the conversation for the meeting by outlining three topics: Mason's launch of the School of Computing in the context of the Commonwealth's Tech Talent Initiative Program; support for faculty excellence; and the official kickoff of the SACSCOC accreditation process.

B. School of Computing Update
Deborah Crawford – VP for Research, Innovation and Economic Development
The School of Computing Working Group delivered a draft report to the greater Mason Community for feedback on the proposed School. The School, envisioned under the Volgenau College of Engineering and Computing, with a focus on diversity and inclusion, will bring together multiple disciplines and strengths from 13 undergraduate majors, 21 masters programs and 10 PhD programs.

C. Supporting Our Outstanding Faculty
Kimberly Eby – Associate Provost for Faculty Affairs and Development
In the recent period of rapid growth, the university is making qualitative changes to faculty support structures and strategies to further faculty career growth and facilitate student success. New faculty orientations, workshops, trainings and

information sessions are underway, as is a proactive strategy to identify and address faculty concerns, particularly through Mason's new partnership with the COACHE program.

D. SACSCOC Accreditation Process 2022 Overview
Matthew Smith – Director for Accreditation
Mason is in the self-study phase and soliciting topics for the Quality Enhancement Plan initiative to improve student learning or success, which will be tied to the strategic plan and comprehensive evaluation of the outcomes.

E. Program Actions (Action Item)
The committee was presented with five new program approvals (MS Learning Design Technology; BS, Nutrition; PhD, Mechanical Engineering, MS, Kinesiology; PhD, Kinesiology), two program closures (MA, History of Decorative Arts; MS, Management of Secure Information Systems); and two program modifications (MEd, Guidance and Counseling, to MEd, Counseling; MS, Computer Forensics, to MS, Digital Forensics). It was **MOVED** by Visitor Bhueller and **SECONDED** by Visitor Moss that these actions be approved. **MOTION CARRIED UNAMIMOUSLY** for submission to the full board.

F. Report: Academic Program Fifth-Year Review
This report was acknowledged for the committee's benefit. No further questions or comments were made.

G. Faculty Actions (Action Item)
Faculty Actions, including Promotion and/or Tenure; Conferral of Emeritus/Emerita Status; and Elections of New Tenured Faculty were presented. It was **MOVED** by Rector Davis and **SECONDED** by Visitor Moss that these actions be approved. **MOTION CARRIED UNAMIMOUSLY** for submission to the full board.

H. Faculty Announcements
Faculty announcements were acknowledged for the committee's benefit. No further discussion was held.

I. Naming George Mason University's off-site campus in Prince William County to "George Mason University Science and Technology Campus" (Action Item)
It was **MOVED** by Visitor Blackman and **SECONDED** by Visitor Moss that this action be approved. **MOTION CARRIED UNAMIMOUSLY** for submission to the full board

IV. Adjournment
Chairperson Witeck called for a **MOTION** to adjourn the meeting; Visitor Reagan **MOVED**; and Visitor Moss **SECONDED**. **The meeting adjourned at 10:07 AM.**

Respectfully submitted,

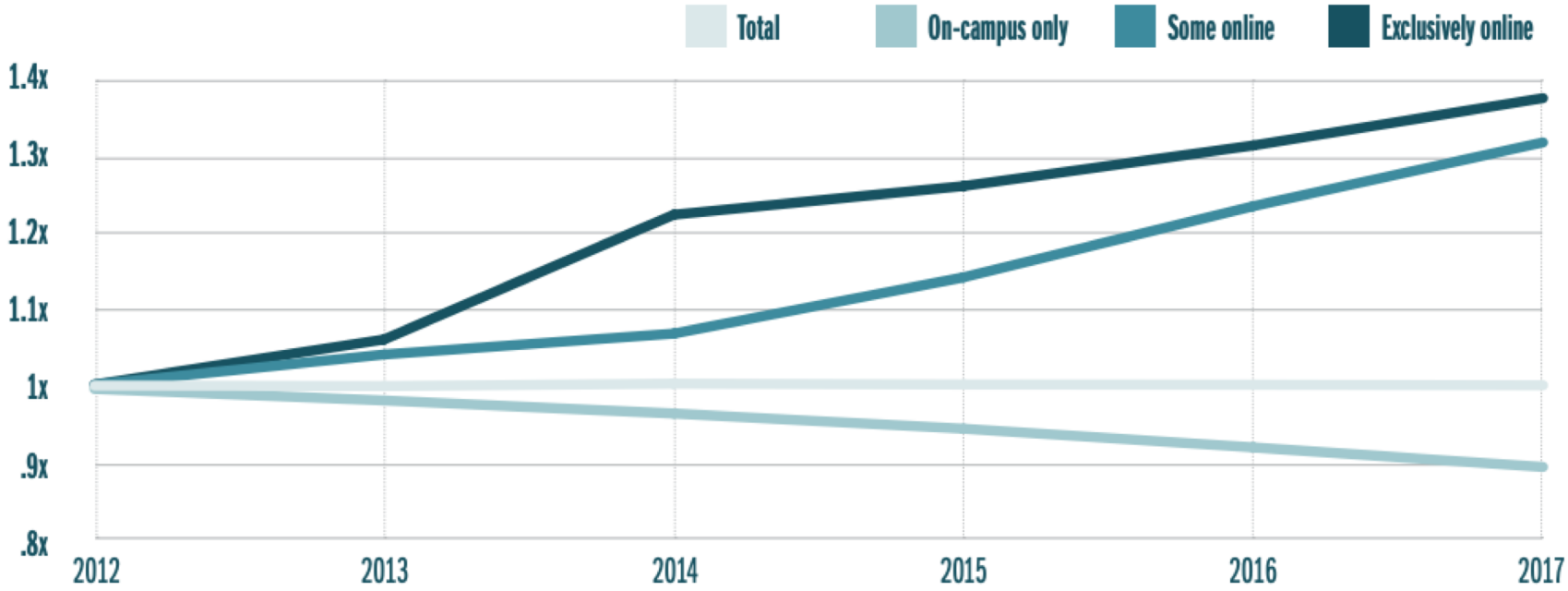
Amber Hannush
Secretary Pro Tem

ONLINE PROGRAM EXPANSION UPDATE

February 27, 2020
BOARD OF VISITORS

ONLINE GROWTH IN AMERICAN HIGHER ED

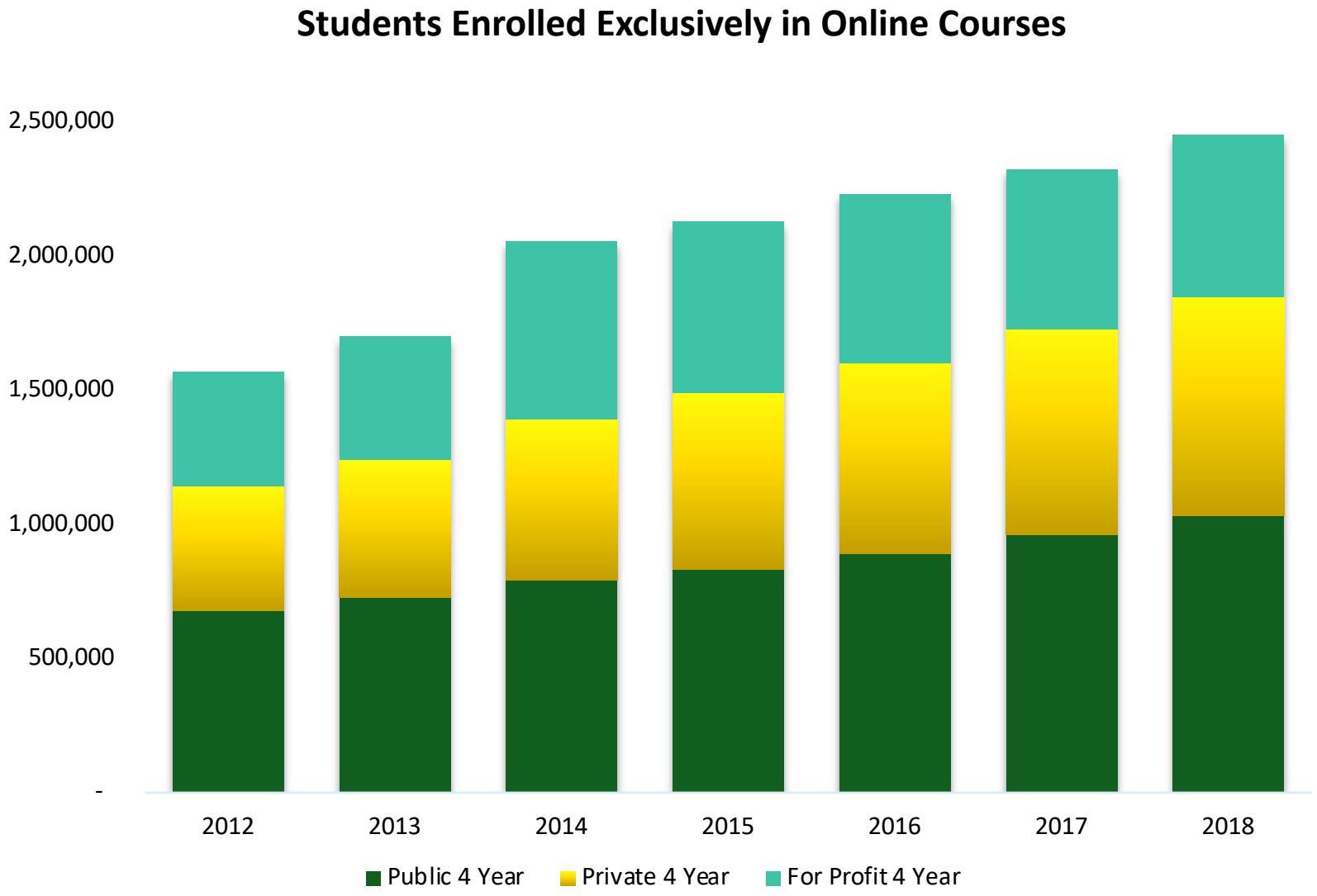
Exclusively online enrollment grew by nearly 1.4 times from 2012 to 2017, and partially online enrollment by more than 1.3 times, while in-person enrollment dropped.



Note: Scale uses 1 to represent all students in each category in 2012, and then shows by how many times each enrollment figure increased or decreased over the years. Figures include public, private nonprofit, and for-profit institutions.

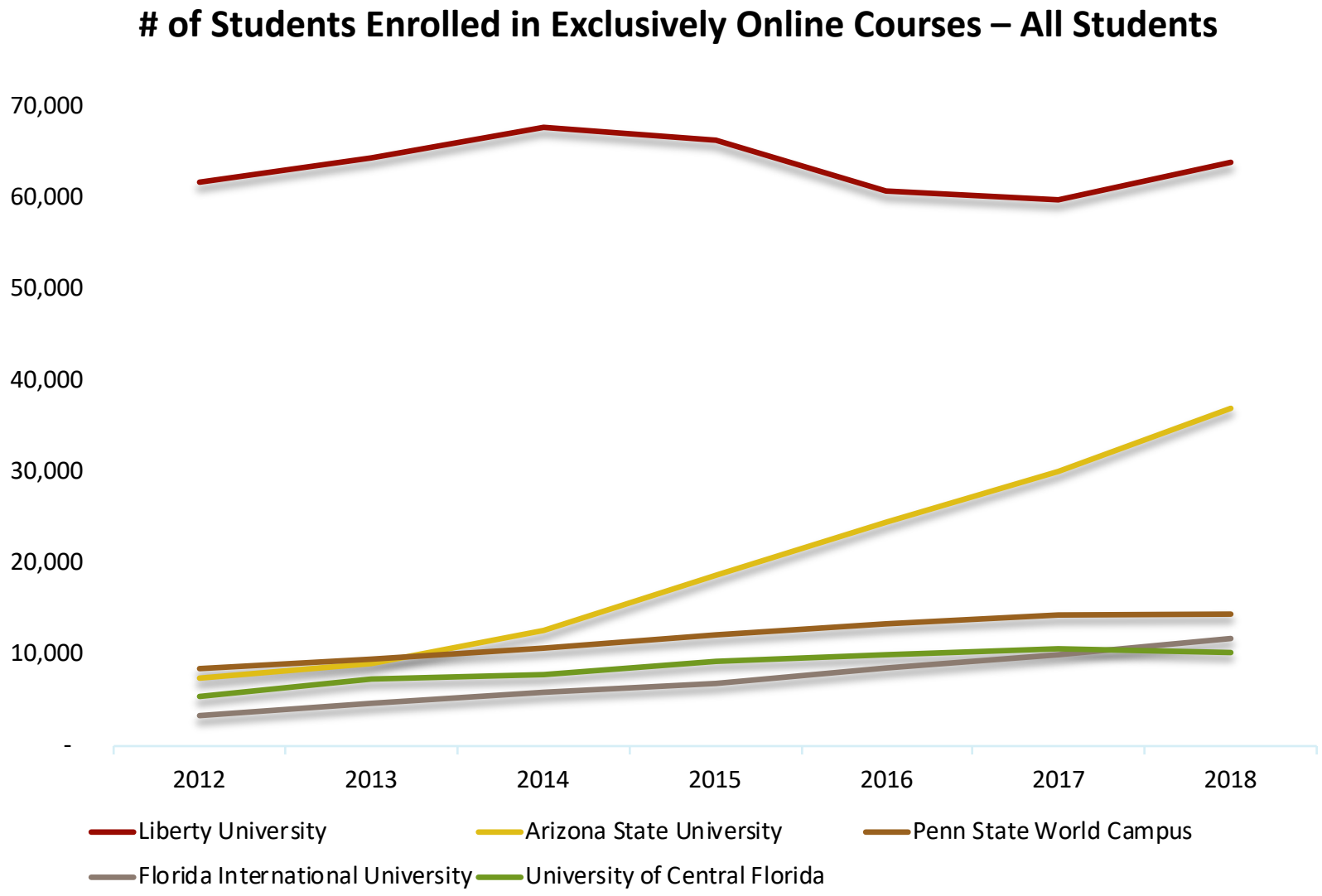
Source: Moody's Investors Service, 2019 Sector In-Depth report, analysis of National Center for Education Statistics data

NATIONAL GROWTH IN ONLINE ENROLLMENT BY SECTOR



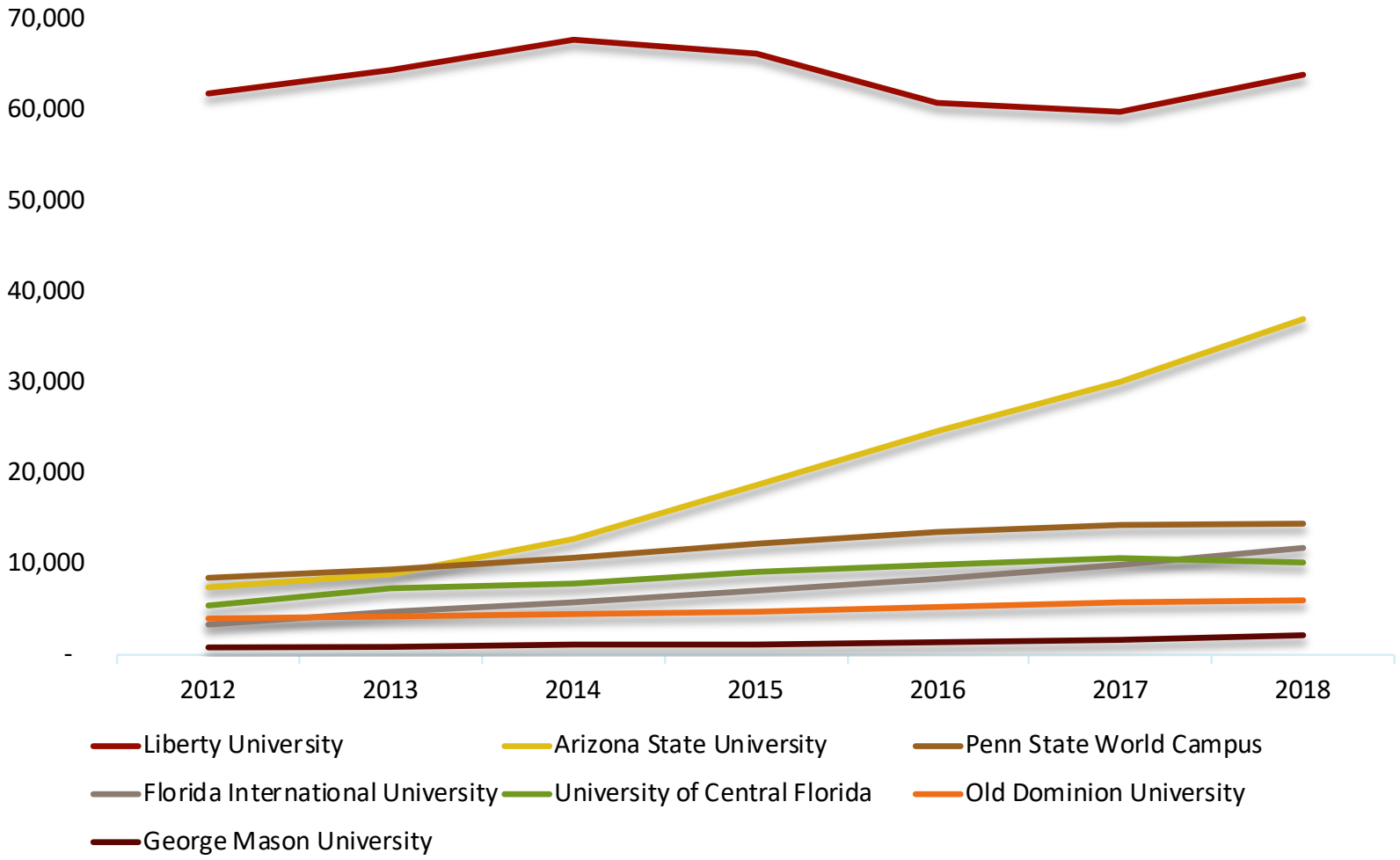
Source: IPEDS

GROWTH IN ONLINE ENROLLMENT: SELECT INSTITUTIONS



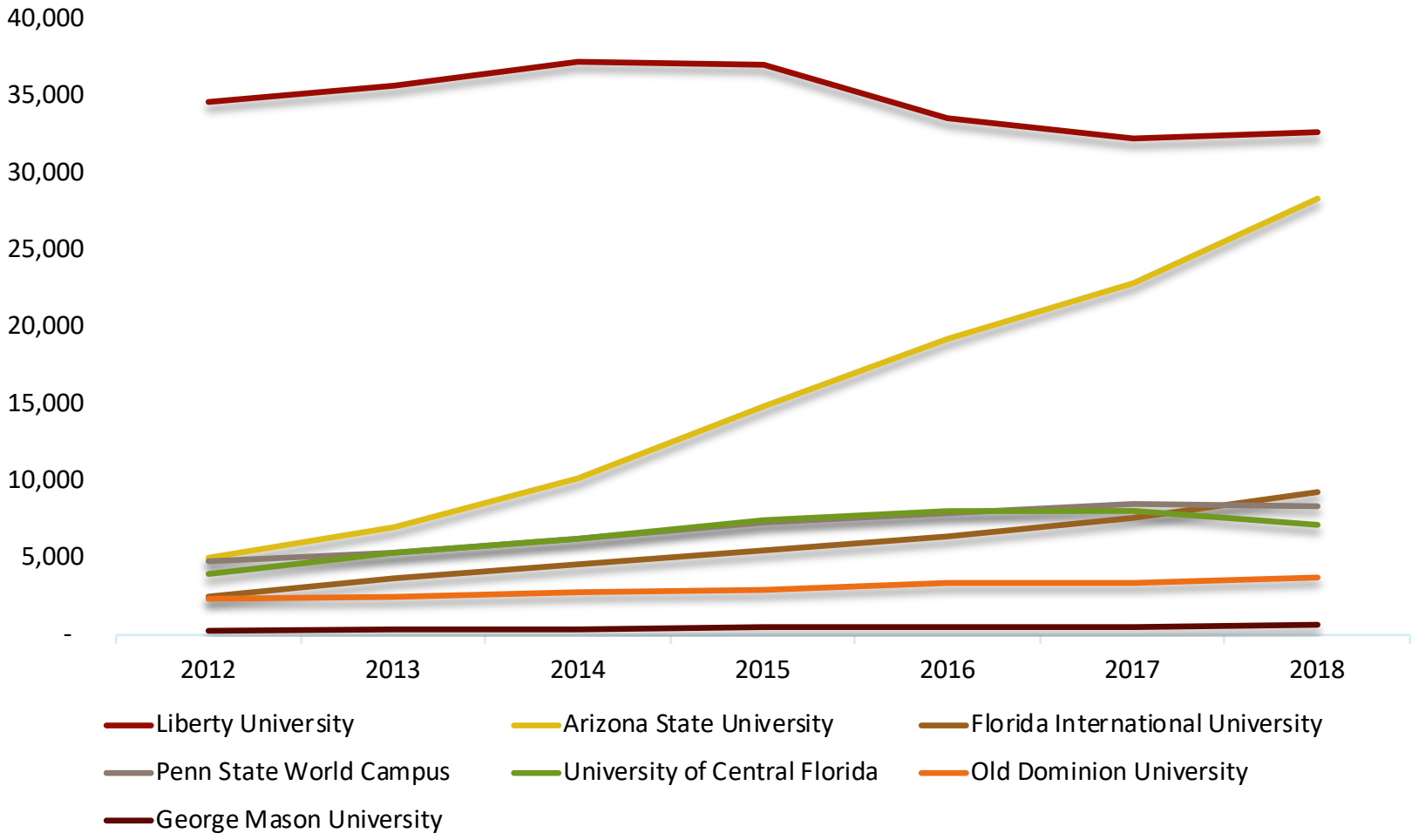
GROWTH IN ONLINE ENROLLMENT: SELECT INSTITUTIONS

of Students Enrolled in Exclusively Online Courses – All Students



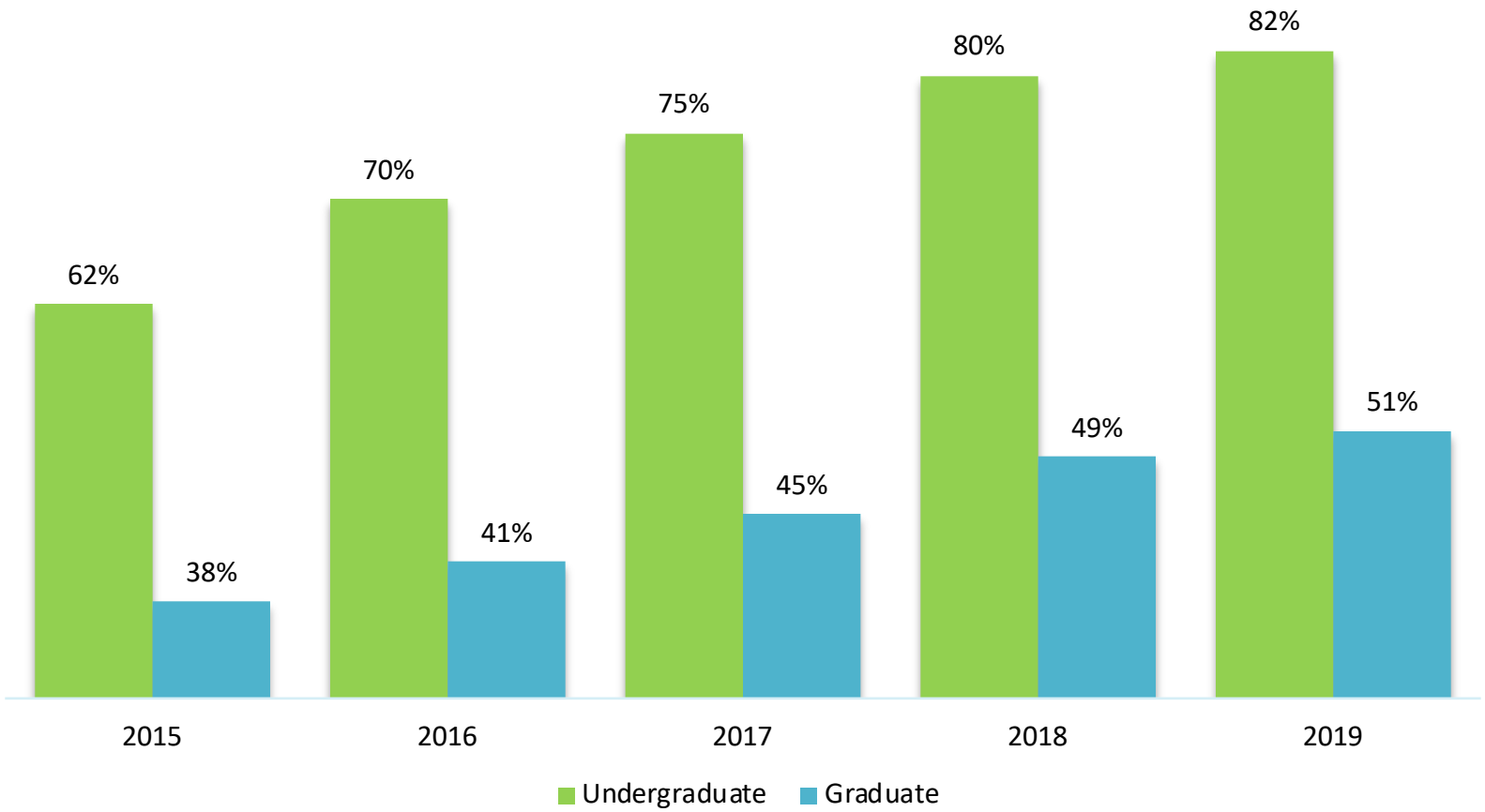
GROWTH IN ONLINE ENROLLMENT: SELECT INSTITUTIONS

of Students Enrolled in Exclusively Online Courses – Undergraduate Students



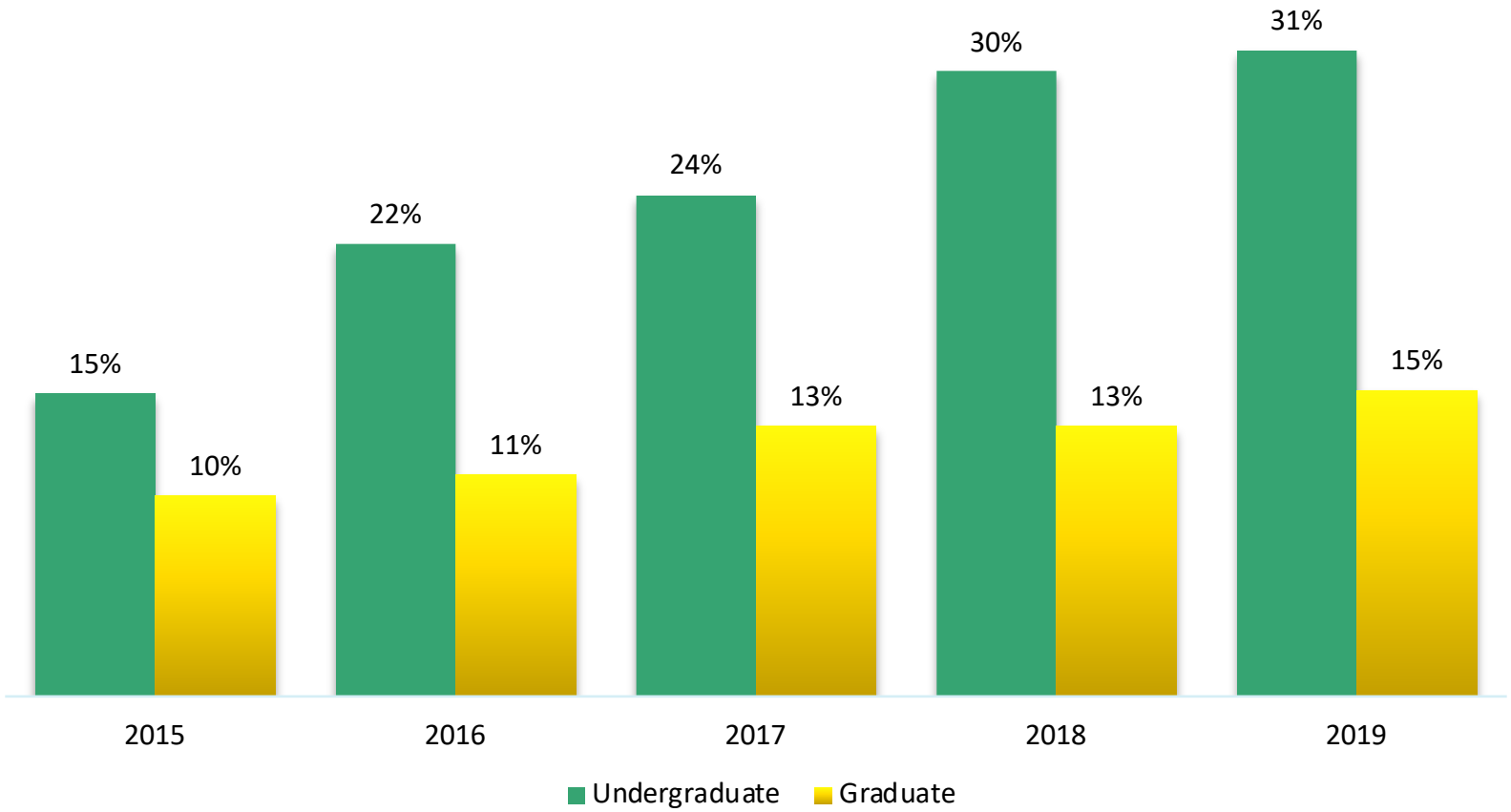
ONLINE ENROLLMENT PATTERNS OF MASON GRADUATES (2015-2019)

% of graduating class having taken **at least one online course** during their course of study



ONLINE ENROLLMENT PATTERNS OF MASON GRADUATES (2015-2019)

% of graduating class having taken **five or more online courses** during their course of study



MASON ONLINE ENROLLMENTS 2014-2019

Mason students registered in **fully online programs** since 2014:

UNDERGRADUATE:
0 TO 226 students

GRADUATE:
24 TO 1099 students

Online section offerings, fall 2014 versus fall 2019:

374 to 762
104% INCREASE

AVERAGE COURSE FILL RATE:

	Online	On-ground
Undergrad	82%	73%
Grad	60%	58%

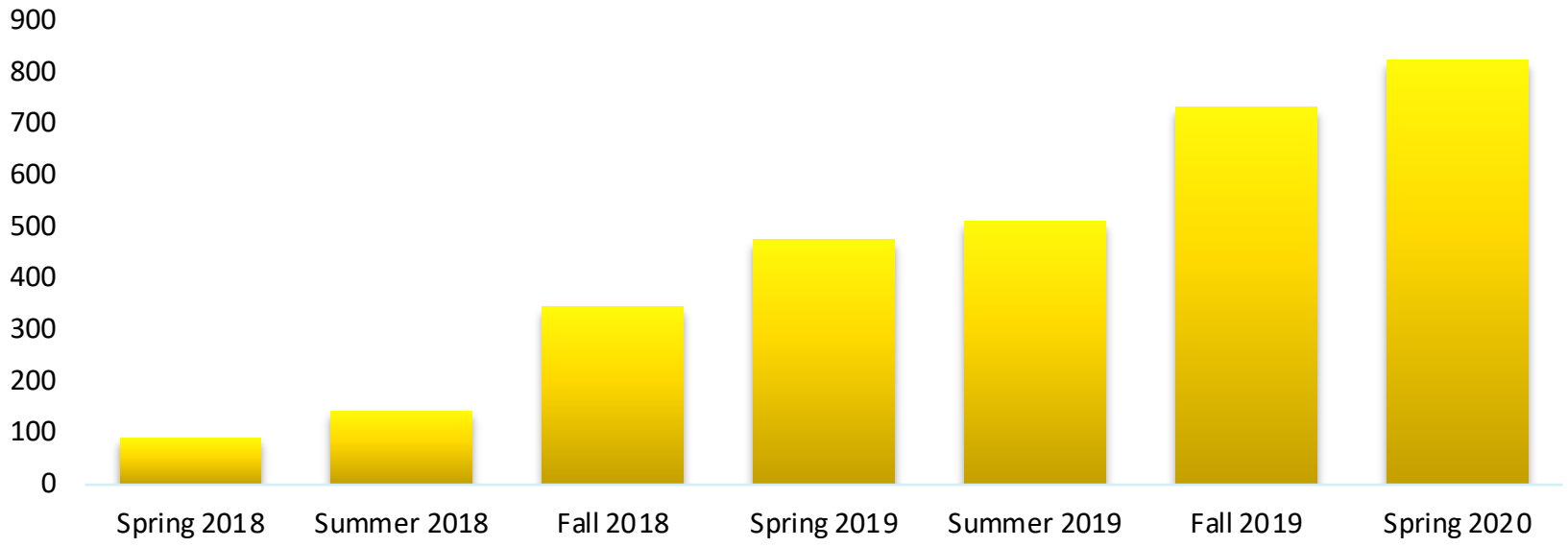
Source: Banner/Microstrategy, 2019 calendar year.

FULLY ONLINE GRADUATE PROGRAMS SUPPORTED BY WILEY

College of Education and Human Development	College of Health and Human Services	School of Business	College of Humanities and Social Sciences	Volgenau School of Engineering
MEd - Special Education	MHA - Health Systems Management	MBA - Business Administration	MPS - Industrial/ Organizational Psychology	MS - Data Analytics Engineering
Graduate Certificate in Applied Behavior Analysis	MS - Health Informatics	Graduate Certificate in Business Analytics	✦ MA - Applied Economics	✦ MS - Applied Information Technology
Graduate Certificate in Autism Spectrum Disorders	Graduate Certificate in Health Informatics & Data Analytics			
✦ MS in Learning Design and Technology	MSW - Master of Social Work			
✦ MEd in Curriculum & Instruction - TESOL	MSN - Family Nurse Practitioner			
✦ Graduate Certificate in Learning Technology - eLearning				

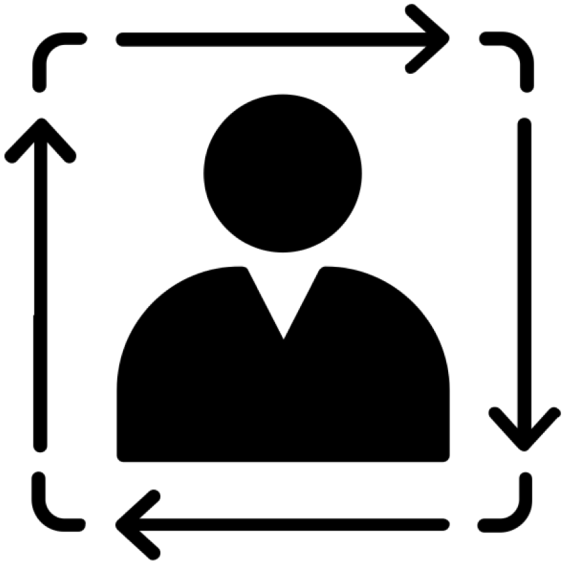
✦ *Indicates that the first cohort will start in fall 2020.*

WILEY-SUPPORTED ONLINE PROGRAM ENROLLMENT



TERM-to-TERM RETENTION RATE

84.1%
for Fall 2018-Spring 2019



87.6%
for Fall 2019-Spring 2020

MASON'S ONLINE STRATEGY

PHASE 1:
Increase Courses Online

PHASE 2:
Graduate Programs

PHASE 3:
Undergraduate Programs

FEEDBACK FROM OUR COMMUNITY

What will the faculty model be?

Who will own the programs?

How will this impact Mason's brand reputation?

Will faculty have academic control?

Do we have the resources for a new initiative?

How will we ensure quality?

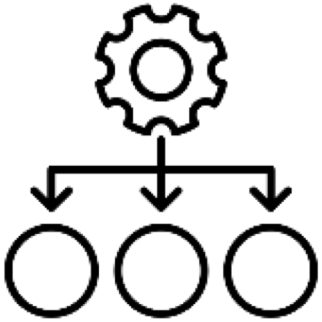
Will we cannibalize on-ground programs?

What's the decision-making structure?

ESTABLISHED SIX WORKING GROUPS

Program Identification & Marketing

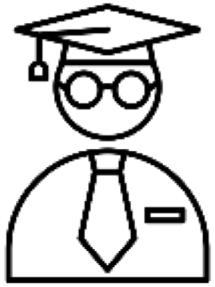
Operations & Structure



Finance & Business Model

Faculty Interests

Student Experience

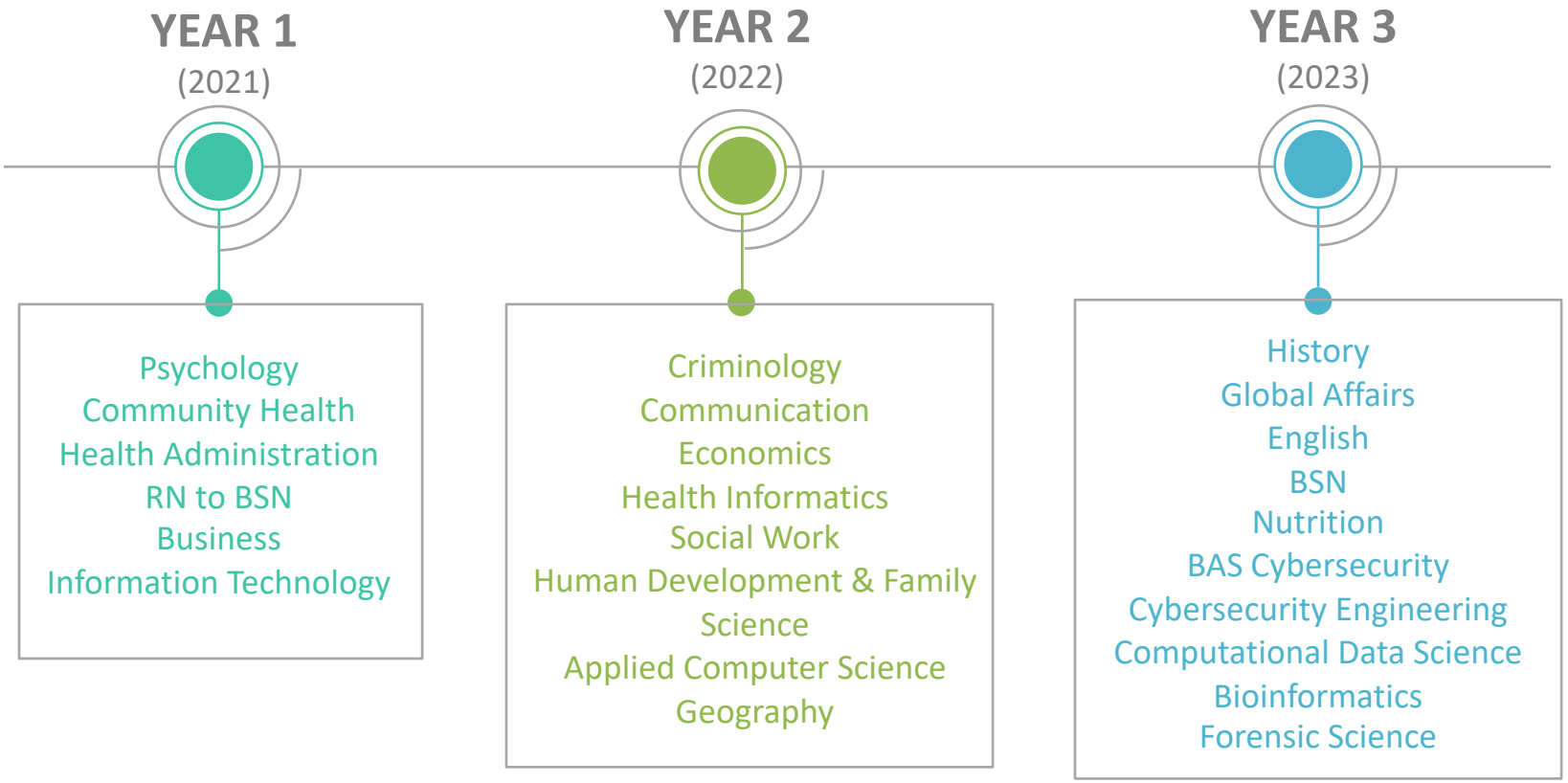


Curriculum

PROGRAM IDENTIFICATION & MARKETING: *UNDER DISCUSSION*

ASSESS:

Market attractiveness for program
College/Faculty willingness
Financial viability



TEACHING MODELS

TRADITIONAL MODEL

One faculty member *per section*

TEAM LEAD MODEL

One faculty team lead oversees instructors that teach each course section

INSTRUCTOR SUPPORT MODEL

One faculty member teaches each course section and is supported by course assistants

Factors to consider:

- High-quality instruction
- Scalability
- Consistency in student experience

INCLUSIVE WELL-BEING INITIATIVE

Milagros (Millie) Rivera, PhD
Director of Faculty Diversity, Inclusion, and Well-Being
Faculty Affairs and Development

Kimberly K. Eby, PhD
Associate Provost for Faculty Affairs and Development

GEORGE MASON UNIVERSITY

DIVERSITY IS NOT THE OBJECTIVE.

IT IS A MEANS TO FACILITATE OUR ACHIEVING THE CRITICAL OBJECTIVE: INNOVATION.

-*NATIONAL SCIENCE FOUNDATION*

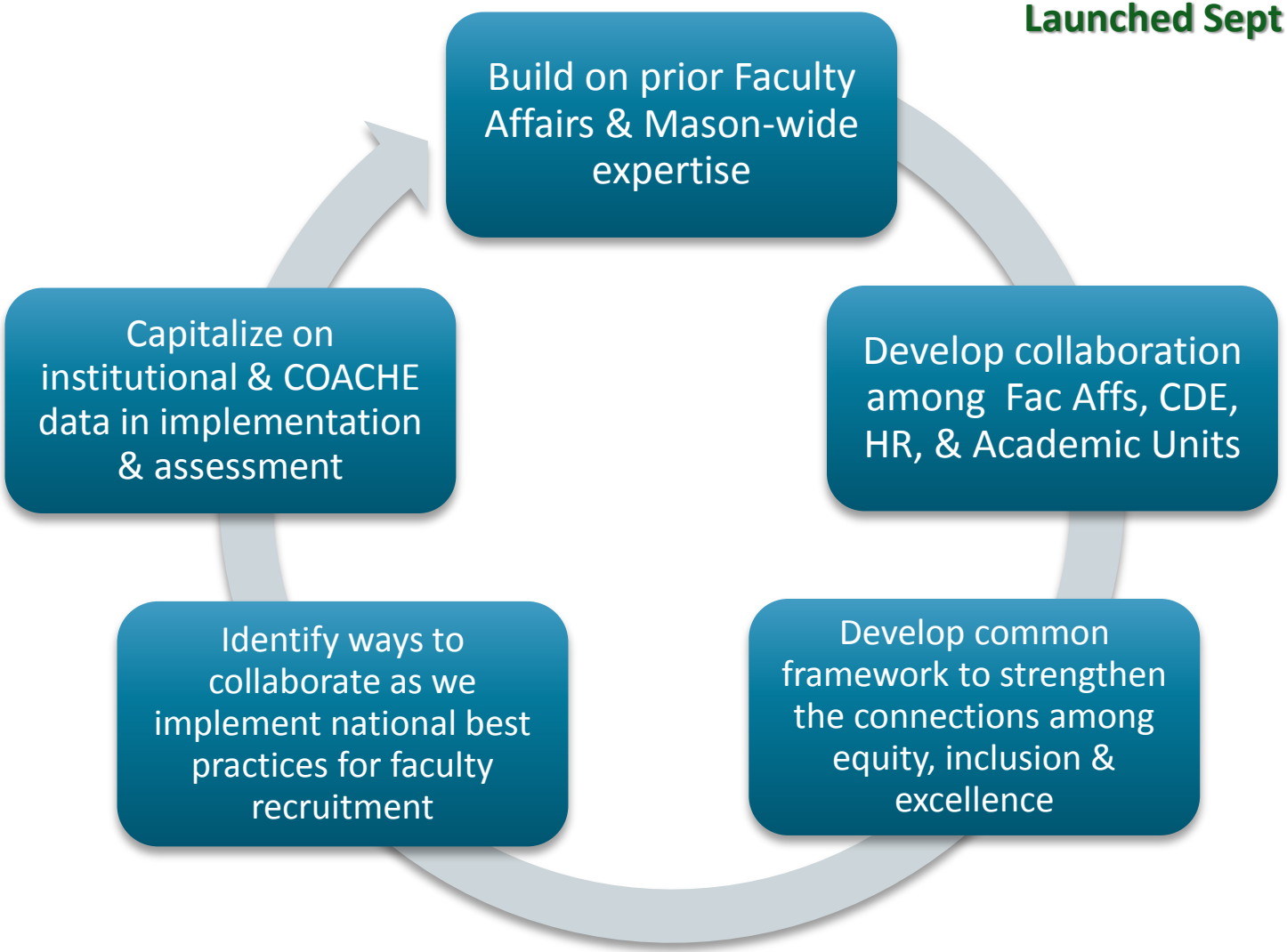
IT IS ALSO A MEANS TO FACILITATE OUR ACHIEVING MASON'S CRITICAL MISSION: STUDENT SUCCESS.

CURRENT MASON CONTEXT

- Challenge: Recruitment and retention of URM I/R faculty.
- Actions to Date
  - Created Diversity, Equity, & Inclusion Faculty Fellow
  - Established Mason COACHE Faculty Engagement Initiative
  - Hired Director of Faculty Diversity, Inclusion, & Well-Being (DIWB)
    - Conducted Listening Tour
    - Established DIWB Strategic Group
    - Developing plan for Pilot Inclusive Well-Being Initiative

DIWB STRATEGIC COLLABORATIVE APPROACH

Launched Sept 2019


Build on prior Faculty Affairs & Mason-wide expertise
Develop collaboration among Fac Affs, CDE, HR, & Academic Units
Develop common framework to strengthen the connections among equity, inclusion & excellence
Identify ways to collaborate as we implement national best practices for faculty recruitment
Capitalize on institutional & COACHE data in implementation & assessment

WHAT WE KNOW: EFFECTIVE PRACTICES IN RECRUITMENT

- Upstream and targeted recruitment
- Equity-enhancing policies
- Faculty-oriented Search Committee training
- Building a pipeline
- Incentives
- Accountability

PLANNING NOW:
INCLUSIVE WELL-BEING INITIATIVE

VISION

To transform recruitment and hiring practices to improve the diversity of our Instructional/Research (I/R) faculty.

GOALS

- Adopt national best practices for faculty recruitment.
- Identify and train Equity Champions for search committees.
- Develop workshops and resources for search committees.
- Collaborate with CDE/HR to develop equity enhancing policies.
- Increase the number of URMs that apply for I/R faculty positions, are invited to campus, and ultimately hired.

Tentative Launch: AY 2020-2021

WHAT SUCCESS LOOKS LIKE

- VISIBLE and VOCAL support from Mason leadership at all levels.
- Effective collaboration across institutional partners.
- Strategic and transparent use of data.
- HR/CDE policies and practices that support DIWB.
- All I/R faculty search committees receive evidence-based training.
- Every School/College has Equity Champions committed to support recruitment of URM faculty.
- Provost/HR websites provide robust resources for I/R faculty recruitment and retention.
- Metrics for accountability are in place.

QUESTIONS?

For more information, please contact

Dr. Millie Rivera

Director, Faculty Diversity, Inclusion, and Well-being

mriver4@gmu.edu

Thank you!

ITEM NUMBER:
MS in Finance Degree Proposal

PURPOSE OF ITEM:
The MS in Finance Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:
Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:
The School of Business at George Mason University proposes to offer a Master of Science in Finance (MSF) in the fall 2020 semester. The purpose of the proposed program is to prepare students for careers in financial industries and private sectors with finance-related job functions. Over the years, faculty have received numerous requests from undergraduates expressing interest in a graduate degree in finance, and recent employment reports indicate strong demand for MSF graduates. The objective of the proposed degree is to offer a 12-month master's program that helps students develop the technical financial skills necessary to fill the projected market demand.

In contrast to a broad-skills-based MBA program, an MSF program provides students with an intensive and focused educational experience. An MSF program enables students with limited work experience (i.e., recent undergraduates) to advance their education with a finance-focused curriculum and enhance their qualifications through a master’s degree in a shorter period of time. One co-curricular program will focus on preparing students for the Chartered Financial Analyst (CFA) Program. The CFA Program is a premier global credential offered by the CFA Institute to financial and investment professionals.

REVENUE IMPLICATIONS:
The program at launch will be revenue-neutral to profitable. The program does not require new laboratory or other facilities. It is expected that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:
Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Master of Science (MS)
Degree Program Name/Title	Finance
CIP code	52.0807
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated February 27, 2020

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Courses (33 credits)

MSF 603: Managerial Economics and Decisions of the Firm (3 credits)*
MSF 643: Financial Economics and Statement Analysis (3 credits)*
MSF 632: Statistical and Quantitative Methods for Finance (3 credits)*
MSF 702: Corporate Finance and Governance (3 credits)*
MSF 706: Investment Analysis (3 credits)*
MSF 707: Futures, Options, and Other Derivatives (3 credits)*
MSF 732: Fixed Income Securities (3 credits)*
MSF 705: Venture Capital, Private Finance, and Alternative Investments (3 credits)*
MSF 777: Student Managed Investment Fund (3 credits)*
MSF 717: International Finance and Financial Markets (3 credits)*
MSF 783: CFA Ethics and Preparation (3 credits)*

Total: 33 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will be able to:

- Recognize and demonstrate ethical accountabilities to ensure ethical professional practices in financial fields.
- Analyze ambiguous, complex financial issues using quantitative and qualitative methods and techniques with sound theoretical foundations.
- Identify the essential relationships between finance and other functional areas of business when making business decisions.
- Effectively assess and present information necessary for problem solving through various communication tools.

- Apply interpersonal and leadership skills needed to form, lead, and work effectively with diverse organizational teams.
- Familiarize with internationalization in financial markets, understand relevant, diverse regulatory environments, and utilize a variety of financial instruments to solve current and emerging issues in the global economy.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed program will be able to:

- Value and analyze financial securities
- Manage portfolios for high-net-worth individual investors
- Evaluate financial markets and develop the ability to analyze and trade securities
- Launch Initial Public Offerings (IPOs) and Seasoned Equity Offerings (SEOs) and execute Merger and Acquisition (M&A) deals.
- Manage financial risk of banks and understand consumer lending
- Apply financial decision making within the firm (Corporate Finance) and forecast the firm's financial statements.
- Assess and manage risks of insurance companies
- Develop modelling skills and understand risk management tools used by banks and other financial institution
- Employ technology in financial markets

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	**Program degree designation, name, and CIP code**	**Degrees granted (most recent 5-yr average)**
Christopher Newport University	MFINA, Master of Financial Analysis, 52.0801	Launched Fall 2019

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2018-2028 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #'s	Typical Entry Level Education
Financial Analysts	329,500	349,800	6% 20,300	Bachelor's or Master's degree
Financial Examiners	60,900	65,200	7% 4,300	Bachelor's or Master's degree
Financial Managers	653,600	758,300	16% 104,700	Bachelor's or Master's degree

Securities, commodities, and financial services sales agents	442,400	460,900	4% 18,500	Bachelor's or Master's degree

Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % change and #'s	Annual Change	Education
Financial Examiners	1,742	2,048	17.6% 306	31	Bachelor's
Financial Managers	13,959	16,869	20.85% 2,910	291	Bachelor's
Financial Specialists, All Other	4,830	5,360	11.0% 530	53	Bachelor's
Securities, Commodities and Financial Services Sales Agents	5,517	6,115	11% 598	60	Bachelor's

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2021 - 2022**	**Program Full Enrollment Year[1] 2023 - 2024**
1.	Projected Enrollment (Headcount)	35	57
2.	Projected Enrollment (FTE)	25	40
3.	Estimated Tuition and E&G Fees	$998.00 (in-state) $1,600.00 (out-state)	$1048.00 (in-state) $1,680.00 (out-state)
4.	Projected Revenue from Tuition and E&G Fees	$1,061,742 (assumes 13 IS and 12 OOS)	$1,800,480.00 (assumes 20 IS & 20 OOS)
5.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	$0	$0

[1] For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

Virginia needs this program due to growth of finance-related jobs in addition to the dearth of MS in Finance degrees among the Commonwealth's institutions of higher education.

- **Student Needs:** Student demand for master's in finance degrees and regional conferrals grew rapidly from 2013 to 2017 (annualized rate of 18.6 percent). Additionally, a master's in finance is the most sought-after specialized business master's degree, indicating a strong student demand within the business field.
- **Employer Needs:** A study identified 31,576 regional job postings for related occupations over a period of 180 days in 2019. BLS projects very high demand for specialized jobs in cash and risk management. A bachelor's is typically required; however, many employers seek candidates with a master's in finance.
- **State Needs:** From 2016 to 2026, employment opportunities for Master's in Finance graduates is projected to increase by 10.0% in the DMV region, higher than the 9.1% expected for all occupations. Employment growth for finance professionals is particularly strong in Virginia, with a projected increase of 13.8%, higher than the 10.3% forecast for all other jobs in the state.

These needs have not been met by educational institutions in Virginia. Currently, there is only one other public university in Virginia offering a graduate program in finance, which began in 2019. Given the fast growth trends in finance careers, there is a strong need by the State of Virginia for the proposed program.

ITEM NUMBER:
MS in Information Security Management Degree Proposal

PURPOSE OF ITEM:
The MS in Information Security Management Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:
Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:
The proposed MS in Information Security Management is designed to prepare students to manage the security of data and information such as financial information, intellectual property, personally identifiable information, and information entrusted by third parties. This program leverages Mason's expertise and resources across various colleges to meet regional and national needs for well-trained information security management professionals. It focuses on building core competencies in information security management valued by the employers and offers elective information security-related tracks from Engineering, Healthcare, and Public Policy disciplines. The degree program will be of interest to students with backgrounds in business, management information systems, healthcare, health informatics, and public policy.

As of January 2019, United States faced a shortfall of almost 314,000 cybersecurity professionals. Since 2015, the number of unfilled cybersecurity jobs has grown by more than 50 percent. An analysis conducted by Indeed.com shows cybersecurity jobs opening most rapidly on the East and West coasts, with Washington DC ranking as the number one metro area for the most cybersecurity job postings. In 2018, professional association ISACA found that 61 percent of organizations believe that fewer than half of all applicants for open cybersecurity positions were well-qualified. The report notes that the top skills gaps are in: a) understanding of the business; b) communication; and c) technical skills. The proposed program has been designed fill this gap through an appropriate blend of deep business and requisite technical knowledge. To meet the demand for information security professionals in different verticals such as healthcare, public policy and business, the curriculum of the proposed program includes interdisciplinary electives from these disciplines.

REVENUE IMPLICATIONS:
The program at launch will be revenue neutral. Some of its required core courses and electives overlap with those offered in other programs, and the program does not require new laboratory or other facilities. It is expected that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:
Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Master of Science (MS)
Degree Program Name/Title	Information Security Management
CIP code	52.1206
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated February 27, 2020

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Coursework (24 credits)

- ISM 603: Fundamentals of Information Security (3 credits) *
- ISM 620: Security of Communication Networks (3 credits) *
- ISM 630: Data Security Management (3 credits) *
- ISM 640: Analytics Driven Management of Security Operations (3 credits) *
- ISM 710: Managing Information Security with Vendors and Partners (3 credits) *
- ISM 720: Economics of Information Security (3 credits) *
- ISM 730: Information Security Governance, Policy and Compliance (3 credits) *
- ISM 747: Information Security Risk Management and Audit (3 credits) *

Restricted Electives (12 credit hours)

Students select from the following list of courses offered by the College of Health and Human Services, the Schar School of Policy and Government, the School of Business, and the Volgenau School of Engineering. In selecting courses, students may elect to follow tracks in health administration and policy, public policy, business, or engineering.

- HAP 670: Introduction to Health Informatics (3 credits)
- HAP 678: Introduction to US Health System (3 credits)
- HAP 745: Health Care Security Policy (3 credits)
- HAP 752: Advanced Health Information Systems (3 credits)

- BIOD 610: Advanced Topics in Global Health Security (1 – 4 credits)
- BIOD 705: Intelligence: Theory and Practice (3 credits)
- BIOD 760: National Security Technology and Policy (3 credits)

- GOVT 745: International Security (3 credits)
- POGO 646: Policy and Program Evaluation (3 credits)
- POGO 750: Topics in Policy and Government (3 credits)
- PUAD 635: Emergency Preparedness: Interagency Communication and Coordination (3 credits)
- PUAD 781: Information Management: Technology and Policy (3 credits)

- GBUS 613: Financial Reporting and Decision Making (3 credits)
- GBUS 623: Marketing Management (3 credits)
- GBUS 643: Managerial Finance (3 credits)
- GBUS 653: Organizational Behavior (3 credits)
- ISM 692: Internship (3 credits) *
- ISM 792: Special Topics in Information Security Management (3 credits) *
- MBA 712: Project Management (3 credits)
- MBA 715: Advanced Project and Program Management (3 credits)

- AIT 660: Cybersecurity Fundamentals (3 credits)
- AIT 670: Cloud Computing Security (3 credits)
- CYSE 570: Fundamentals of Operating Systems (3 credits)
- ISA 562: Theory and Practice of Information Security (3 credits)

Total credit hours: 36

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will learn to:

- Recognize and demonstrate ethical accountabilities to ensure ethical professional practices in data collection, transmission, use, secure storage, and analyses.
- Analyze organizational processes, technologies and information infrastructure for information security needs, and appropriate compliance requirements.
- Identify security deficits and breaches, and corresponding solutions to address such deficits and breaches.
- Evaluate the essential relationships between business functions to make decisions about information security needs and managing associated risks.
- Assess and present information security requirements and solutions for problem solving through various communication tools.
- Apply interpersonal and leadership skills needed to form, lead, and work effectively with diverse organizational teams to meet the organization's information security needs.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

- Develop plans to safeguard computer files against accidental or unauthorized modification, destruction, or disclosure and to meet emergency data processing needs.
- Advise senior management on all matters related to information assurance such as supporting current systems and technologies as well as advise on capability development efforts.

- Develop and conduct a security awareness training and education program to educate, refresh, and motivate personnel to protect people, property and information.
- Collaborate with others to resolve complex organizational and technical security issues.
- Perform risk assessments and execute tests of data processing system to ensure functioning of data processing activities and security measures.
- Monitor, measure, and use security performance to redesign security.
- Conduct administrative inquiries (e.g., collect and analyze data, conduct interviews and write reports) on personnel, processes and situations.
- Manage compliance assessment reviews and self-inspections to ensure adherence with government and company regulations/requirements, identify deficiencies and recommend corrective action.
- Coordinate project activities with other personnel or departments.

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

There are no degree programs at Virginia public institutions at the same degree level which can be considered duplicate. The focus of the proposed degree program is information security management, and so the technically focused programs in cybersecurity and information assurance listed below are not pedagogically very close.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
George Mason University	MS, Information Security and Assurance, 11.1003	21.6
Norfolk State University	MS, Cybersecurity, 11.1003	14 (recent 3-yr)
Old Dominion University	MS, Cybersecurity, 11.1003	0.2
Virginia Commonwealth University	MS, Computer and Information Systems Security, 11.1003	6.6

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2018-2028 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #'s	Typical Entry Level Education
Information Security Analyst	112,300	147,800	32% 35,500	Bachelor's degree

Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % change and #'s	Annual Change	Education
Information Security Analyst	11,725	16,592	41.51% 4,867	487	N/A

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2021 - 2022**	**Program Full Enrollment Year[1] 2023 - 2024**
1.	Projected Enrollment (Headcount)	25	73
2.	Projected Enrollment (FTE)	16	45
3.	Estimated Tuition and E&G Fees	$30,000	$30,000
4.	Projected Revenue from Tuition and E&G Fees	$480,000	$1,350,000
5.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	$0	$0

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

The proposed program focuses on building information security management competencies through an appropriate blend of deep business and requisite technical knowledge. To satisfy the demand for information security professionals and their competency in different verticals, such as healthcare, public policy and business, interdisciplinary electives are included from these disciplines.

Over the next decade, Virginia is expected to add 487 new Information Security Analyst jobs each year. According to BLS projections, there will be approximately 1,430 openings annually for information security analysts in Virginia. These job openings are filled by recent college graduates. Virginia public universities do not have enough programs to graduate students to meet the growing demand. These programs have conferred 42 degrees each year, which is short of the market demand. Further, the programs that exist focus almost exclusively on the technical aspect of information security. The professional association ISACA found that in 2018, 61 percent of organizations believe that fewer than half of all applicants for open information security analyst positions were well-qualified. The same report identified the top skills gaps as: a) understanding of the business; b) communication; and c) technical skills. The proposed program has been designed with the goal of meeting the combination of the three gaps identified here.

[1] For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

ITEM NUMBER:
PSM in Forensic Science Degree Proposal

PURPOSE OF ITEM:
The PSM in Forensic Science Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for initiation in Spring 2021. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:
Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:
Forensic science encompasses many fields (physical, biological, and social sciences) and deals with the intersection of science, technology, and the law. While George Mason University currently offers an MS degree program in Forensic Science, that program is designed to provide students with an advanced understanding of the applicable forensic sciences, human behavior, and best practices with respect to the criminal justice/legal system. The PSM will additionally provide students with professional and managerial skillsets for the professional workforce. The proposed program will prepare students and professionals for the next stage in their careers by providing them with advanced knowledge in forensic science as well as managerial skillsets so that they can take advantage of increasingly more demanding administrative opportunities. The proposed program will provide students with a comprehensive understanding of major practical and theoretical concepts in forensic biology, chemistry, quality assurance and quality control practices, and technology along with critical organizational and strategic management skillsets that will prepare them for success. The proposed program builds on the educational foundations already established by the existing graduate courses in Forensic Science, the Forensic Science Graduate Certificate, and the Forensic Science, MS. The addition of an added degree designation of PSM fills an important gap in our portfolio of graduate educational programs.

REVENUE IMPLICATIONS:
The program at launch will be revenue-neutral. Its required core courses overlap with those offered for the certificate and master's program, and the program does not require new laboratory or other facilities. It is expected that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:
Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	PSM
Degree Program Name/Title	Forensic Science
CIP code	43.0406
Anticipated Initiation Date	Spring 2021
Governing Board Approval Date (actual or anticipated)	Anticipated February 27, 2020

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Courses (15-18 credits)
FRSC 510: Basic Crime Analysis (3 credits)
FRSC 511: Advanced Crime Scene Analysis (3 credits)
FRSC 515: Selected Topics in Forensic Science (Quality Assurance/Accreditation/Ethics in a Forensic Laboratory section) (3 credits)
FRSC 530: Law and Forensic Science (3 credits)
FRSC 570: Trace and Physical Evidence Concepts (3 credits)
Required only for students without a bachelor's in forensic science:
FRSC 500: Introduction to Forensic Science[1] (3 credits)
[1]This course may extend the program's total credits past 36. The course must be taken in the first semester for students without a bachelor's degree in forensic science.

Emphasis Options (6-7 credits)
Choose one area of emphasis from the following:
Crime Scene Investigation Emphasis (6 credits)
Choose two from the following:
FRSC 512: Physical Evidence Laboratory (3 credits)
FRSC 513: Forensic Photography (3 credits)
FRSC 514: Survey of Forensic Chemistry, Biology, and DNA Analysis (3 credits)
FRSC 516: Forensic Drone Photography (3 credits)
FRSC 550: Issues in Forensic Anthropology (3 credits)
FRSC 590: Medicolegal Death Investigation and Pathology (3 credits)

Biometric Identity Analysis Emphasis (6 credits)
Choose two from the following:
FRSC 620: Face and Biometric Pattern Analysis (3 credits)

FRSC 630: Fingerprint Identification (3 credits)
FRSC 640: Legal, Privacy and Ethical Issues in Identity Analysis (3 credits)

Forensic Biology Analysis Emphasis (6-7 credits)
Choose two from the following:
FRSC 514: Survey of Forensic Chemistry, Biology, and DNA Analysis (3 credits)
FRSC 515: Selected Topics in Forensic Science (DNA section) (3 credits)
FRSC 560: Advanced Forensic DNA Sciences (3 credits)
and FRSC 561: Forensic DNA Laboratory (1 credit)
BIOL 509: DNA Analysis of Biological Evidence (3 credits)

Forensic Chemistry Analysis Emphasis (6-7 credits)
Choose two from the following:
FRSC 512: Physical Evidence Laboratory (3 credits)
FRSC 514: Survey of Forensic Chemistry, Biology, and DNA Analysis (3 credits)
FRSC 520: Toxicology (3 credits)
FRSC 540: Advanced Forensic Chemistry (3 credits)
and FRSC 541: Forensic Chemistry Laboratory (1 credit)
FRSC 570: Trace and Physical Evidence Concepts (3 credits)

Professional Skills Options (12 credits)
Students choose one professional skills option from the following:[1]
Option One: Business Fundamentals Graduate Certificate (12 credits)
Complete the requirements for the *Business Fundamentals Graduate Certificate* and receive both the graduate certificate and the PSM upon completion of both programs' requirements.

Option Two: Professional Preparation (12 credits)
COS 600: Multidisciplinary Problem Solving and Leadership (3 credits)
or GBUS 551: Leadership (3 credits)
GBUS 653: Organizational Behavior (3 credits)
MBA 712: Project Management[2] (3 credits)
or GCH 691: Project Management in Public Health (3 credits)
Choose one from the following:
COS 500: Professional Preparation for STEM Disciplines, 3 credits
COS 600: Multidisciplinary Problem Solving and Leadership (if not chosen above) (3 credits)
GBUS 540: Analysis of Financial Decisions (3 credits)
GBUS 55:1 Leadership (if not chosen above) (3 credits)
GBUS 613: Financial Reporting and Decision Making (3 credits)
GBUS 623: Marketing Management (3 credits)
GBUS 643: Managerial Finance (3 credits)
GBUS 738: Data Mining for Business Analytics (3 credits)
GBUS 739: Advanced Data Mining for Business Analytics (3 credits)
GBUS 744: Fraud Examination (3 credits)
GCH 691: Project Management in Public Health (if not chosen above) (3 credits)
MBA 712: Project Management (if not chosen above) (3 credits)
Other courses may be chosen in consultation with the faculty advisor.

[1]Students enrolled in the proposed Forensic Science, PSM program are charged at a differential (premium) tuition rate regardless of the course; any professional skills courses taken will also be subject to the differential tuition rate.
[2] MBA and GBUS-prefixed courses are offered on an alternative semester schedule (view the Schedule of Classes for details).

Internship (3 credits)
The internship component is intended to provide students with the opportunity to put into practice all of the skills and knowledge accumulated throughout their studies in this program. Students must arrange an internship with a private company, a governmental agency, a non-governmental organization, or some other entity with an interest in forensic science and management. Students must identify a specific person within that outside entity who will be the contact and manager of the internship.
Internship credit is never given for work previously done, or for work that would have been done in any case due to an existing employment relationship.
The internship work must produce one or more products such as a comprehensive report, a departmental presentation, a research project, or an article. Internship placement and product type must be approved by the student's faculty advisor.
Further details and procedures for completing the internship can be found with the faculty advisor.
FRSC 790: Internship in Forensic Science (3 credits)

Total credits: 36 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

- Students will understand the history, context, best practices, and training components of the various fields that make up the forensic sciences.
- Students will be able to demonstrate comprehensive knowledge of the scientific method that underlies research in forensic science. Students will be able to evaluate the findings and practical utility of forensic science research and apply an understanding of human dynamics to successfully operate a full service private/public forensic science laboratory.
- Students will have experience problem-solving through participation. Students will be able to demonstrate their ability to address specific management needs in the forensic sciences through the application of contemporary problem-solving method and theory.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduates will be able to:

- Demonstrate advanced preparation in analytical and research skills required for solving problems sets at their work place.
- Demonstrate the advanced communication skills needed to be successful in a business or a professional environment. Forensic science laboratories, whether in private industry or governmental organizations, are interdisciplinary work environments that require collaboration and teamwork to be successful.

- Be readily immersed in a real-world learning environment with all appropriate skill sets. This program comprehensively addresses and delivers all components of knowledge and skillsets that graduates need to succeed in a professional enterprise.

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	**Program degree designation, name, and CIP code**	**Degrees granted (most recent 5-yr average)**
Virginia Commonwealth University	Forensic Science, MS, 43.0406	17.4
George Mason University	Forensic Science, MS, 43.0406	32.6

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2018-28 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #'s	Typical Entry Level Education
Forensic Science Technician	16,700	19,100	14%	Bachelor of Science

Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % change and #'s	Annual Change	Education
Forensic Science Technicians	690	830	N/A	19%	Bachelor of Science

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2021 - 2022**	**Program Full Enrollment Year[1] 2023 - 2024**
1.	Projected Enrollment (Headcount)	20	40

[1] For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

Cost and Funding Sources to Initiate and Operate the Program			
2.	Projected Enrollment (FTE)	30	60
3.	Estimated Tuition and E&G Fees (per student)	$13,536 (In) $29,520 (Out)	$13,536 (In) $29,520 (Out)
4.	Projected Revenue from Tuition and E&G Fees	$270,720 (In) $590,400 (Out)	$541,440 (In) $1,180,800 (Out)
5.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	N/A	N/A

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

The addition of the proposed Professional Science Master's (PSM) degree designation will enable the Forensic Science Program at George Mason University to better serve a broader range of student interests, especially those interested in leadership and management, and capitalize on the need for professional education in Virginia and the national capital region by being the only PSM in Forensic Science in the Commonwealth. Thus, Mason will be Virginia's students only pathway to this necessary degree.

Forensic science has evolved due to technological change, advances in molecular biology, and modifications in policy, experts in Virginia and the region have come to realize that there is not a single pathway that students/professionals should follow, but rather several different avenues that can lead to successful careers in forensic science management. Students interested in DNA will find opportunities to develop new laboratory skills, those more focused on genealogy will be able to work on software to better perform searches, while many current and practitioners in the field will choose to be more focused on management as section leaders or laboratory managers.

The goals of the PSM degree designation are to provide a foundational graduate education for students in the science and practice of forensic science management. With experts serving on the advisory board, partnerships with businesses, internships to provide experiential education, and faculty trained to provide a rigorous and comprehensive curriculum, the program will thoroughly educate students in professional skills so that they may be successful leaders in the workforce in Virginia and elsewhere.

ITEM NUMBER:
MA in Peacebuilding Degree Proposal

PURPOSE OF ITEM:
The MA in Peacebuilding Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:
Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:
The proposed MA in Peacebuilding will be the second masters-level program the School for Conflict Analysis and Resolution (S-CAR) envisions adding to its graduate curriculum offerings. This is a 30-credit program students will be able to complete within three terms. The MA in Peacebuilding is an opportunity to attract different types of students than those who currently applying to the MS in Conflict Analysis and Resolution program, thus growing S-CAR's graduate program overall.

The program will be structured over three main premises: First, with scaffolded practical skills-oriented courses and extensive internship opportunities, the program will aim at preparing its graduates for reflective practice in planning and implementing peacebuilding initiatives and projects. Second, starting from its inception and planning, the program development process will consult practitioners and organizations in the field to structure its content according to practical and professional skill sets required in contemporary peacebuilding contexts both locally and internationally. Those organizations will form the MA Peacebuilding Program Consortium that will work with S-CAR in the provision of internship opportunities in due course. Finally, the program will pay particular attention to the ethics, inclusivity, and social justice aspects of being a peacebuilder throughout its content development and delivery.

REVENUE IMPLICATIONS:
The program will be revenue neutral to start- since courses will be cross used with current programs. The program is designed to bring in new students who are pursuing careers in peacebuilding that would not previously have attended Mason.

STAFF RECOMMENDATION:
Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Master of Arts (MA)
Degree Program Name/Title	Peacebuilding
CIP code	30.2801
Anticipated Initiation Date	Fall 2021
Governing Board Approval Date (actual or anticipated)	Anticipated February 27, 2020

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Courses (27 credits)

Foundational Courses (9 credits)
CONF 605: Foundations of Peacebuilding (6 credits)*
CONF 670: Conflict Sensitive and Inclusive Peacebuilding (3 credits)*

Peacebuilding Programming Skills (9 credits)
CONF 660: Conflict Assessment and Program Evaluation (3 credits)
CONF 661: Program Design and Monitoring (3 credits)*
CONF 662: Funding and Managing Peacebuilding Programming (3 credits)*

Capstone Courses (9 credits)
CONF 675: Peacebuilding Capstone (3 credits)*
CONF 694: Internship (6 credits)

Internship
The CONF 694: Internship course provides students with opportunities to use and develop conflict resolution skills, integrate theory and practice of conflict analysis and resolution, and network with professionals in the field to enhance employment opportunities. The internship requires 160 hours of supervised work per every 3 credits. The goals and objectives of the internship are defined in an application and memorandum of agreement to be signed by the student, the internship site supervisor, and the advisor before the internship begins.

Electives (3 credits)
Students select from any 500, 600, or 700 level CONF courses, except required courses.

Total Credits: 30 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will be able to:

- Conduct effective conflict assessment
- Connect conflict intervention strategies to a conflict assessment outcome
- Engage funding sources to build peacebuilding programs
- Compare and contrast peacebuilding approaches
- Employ theories about conflict activity and conflict prevention to design intervention across different contexts

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed MA in Peacebuilding will be able to:

- Conduct conflict assessment using multiple frameworks
- Write effective grant proposals
- Develop and administer program budgets
- Design and conduct program monitoring and evaluation
- Design programs that support multiple diverse stakeholders
- Identify and develop funding sources
- Connect with the multiple actors in the Peacebuilding field

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	**Program degree designation, name, and CIP code**	**Degrees granted (most recent 5-yr average)**
N/A		

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2018-28 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #'s	Typical Entry Level Education
Social and Community Service Managers	149,870	170,833	1.2% annually, 14.5 increase over 10 years	Master's

Labor Market Information: Virginia Employment Commission, 2016-2026 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % change and #'s	Annual Change	Education
Other Management Occupations	128,236	138,393	7.92%, 10,157	1016	Varies
Social and Community Service Manager	2672	3298	23.43%, 636	63	Varies
Life, Physical, and Social Science Occupations	35385	39579	11.85%, 4194	419	Varies

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		**Program Initiation Year 2021 - 2022**	**Program Full Enrollment Year[1] 2023 - 2024**
1.	Projected Enrollment (Headcount)	15	30
2.	Projected Enrollment (FTE)	15	30
3.	Estimated Tuition and E&G Fees	$652 IS, $1540 OOS	$680 IS, $1600 OOS
4.	Projected Revenue from Tuition and E&G Fees	$479880	$1026000
5.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	$0	$0

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

The peacebuilding field has been expanding quickly over the past couple of decades, and the number of organizations that work on building peace, whether locally or internationally, has grown significantly. However, what these organizations often need when hiring new employees are people who are not only familiar with the conflict analysis and resolution and peacebuilding theories, but also people who are reflective practitioners who can write and manage grants, design, manage and monitor programs, and have overall program management and leadership skills for long-term and sustainable peacebuilding.

[1] For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

The proposed MA program is designed with these needs in mind. It will provide students with an opportunity to acquire real-world, practical, and professional skills needed to quickly enter the peacebuilding NGO and international organizations field upon graduation, as well as to develop their abilities to continue growing as practitioners in their years after graduation. In many ways this new MA program, with its emphasis on reflective practice and practical skills takes S-CAR back to its roots and the original I-CAR graduate program objectives, now updated for the contemporary peacebuilding work.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME	FIRST NAME	EFFECTIVE DATE
Krauss	**Michael I.**	6/2/2020

Title: Professor Emeritus
Local Academic Unit: Antonin Scalia Law School

Malcolm	**Joyce L.**	6/2/2020

Title: Professor Emerita
Local Academic Unit: Antonin Scalia Law School

Polsby	**Daniel D.**	6/2/2020

Title: Dean and Professor Emeritus
Local Academic Unit: Antonin Scalia Law School

Wechsler	**Harry**	2/27/2020

Title: Professor Emeritus of Computer Science
Local Academic Unit: Computer Science (VSE)

GEORGE MASON UNIVERSITY

Office of the Dean

Antonin Scalia Law School
3301 Fairfax Drive, MS 1G3, Arlington, Virginia 22201
Phone: 703-993-8085; Fax: 703-993-8088

TO: S. David Wu, Provost and Executive Vice President
Anne Holton, Interim President

FROM: Henry N. Butler, Dean and Professor of Law, Antonin Scalia Law School HNB 1-14-2020

DATE: January 14, 2020

SUBJECT: Emeritus Designation for Professor Michael I. Krauss

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I am writing to recommend that Professor Michael I. Krauss be given Emeritus status upon his retirement at the end of the 2019-2020 academic year. Professor Krauss has devotedly served George Mason since 1987. During his nearly 33 years of service, Professor Krauss has distinguished himself as a one of the most successful classroom teachers in the history of our law school. He has taught thousands of our law students through his first-year required Torts, upper-level required Professional Responsibility, and elective Jurisprudence, Remedies, Tort Theory and International Law courses. When I travel and speak to alumni across the nation, former students of Professor Krauss often ask about him and express their admiration for him as a teacher. In 1994, this University recognized his teaching excellence by making him the law school's first recipient of the "Teacher of the Year" award for his engaging and challenging approach in the classroom.

In addition to his impressive teaching record, Professor Krauss has published dozens of law review articles, *Forbes* columns (which invited him to become a contributor), newspaper op-eds and think tank papers. In addition, he has published four books, including two editions of *Legal Ethics in a Nutshell* and *Products Liability* (which is in its third edition by West Publishing).

Over the years Professor Krauss has been an instrumental member of our law school. He has chaired every major law school committee and served as Faculty Senator. He managed the law school's successful accreditation application to the AALS in 1990. He also represented our law school on the executive of the Virginia State Bar Education Committee for approximately ten years and received a citation from the state bar for his service. In recognition of his distinguished academic career Professor Krauss was elected to the prestigious American Law Institute in 2008.

It is on the basis of Professor Krauss's outstanding record of teaching, service and scholarship that I recommend his appointment to the position of Professor Emeritus, effective June 2, 2020 (immediately following his retirement on June 1, 2020).

Approval ✓ Disapproval ___ S. David Wu, *Provost and Exec VP* 1/21/2020 Date

Approval ✓ Disapproval ___ Anne Holton, *Interim President* 1/24/2020 Date

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

GEORGE MASON UNIVERSITY

Office of the Dean

Antonin Scalia Law School
3301 Fairfax Drive, MS 1G3, Arlington, Virginia 22201
Phone: 703-993-8085; Fax: 703-993-8088

HNB 1-14-2020

TO: S. David Wu, Provost and Executive Vice President
Anne Holton, Interim President

FROM: Henry N. Butler, Dean and Professor of Law, Antonin Scalia Law School

DATE: January 14, 2020

SUBJECT: Emerita Designation for Professor Joyce Malcolm

I am writing to recommend that Professor Joyce Malcolm be given Emerita status upon her retirement at the end of the 2019-2020 academic year. Professor Malcolm has devotedly served George Mason for fourteen years and holds the law school's Patrick Henry Chair of Constitutional Law and the Second Amendment. Professor Malcolm has been a dedicated faculty member and has established herself as a preeminent legal and constitutional historian, author and teacher. She has taught War and Law, Common Law and American Rights, Comparative Constitutional Law, Unmanned Aerial Systems, and The Founders Constitution.

Professor Malcolm is the author of eight books (one of which was Pulitzer Prize nominated), as well as dozens of articles and book chapters. Her book *To Keep and Bear Arms: The Origins of an Anglo-American Right,* published by Harvard University Press, was cited with approval by the Supreme Court majority in both landmark Second Amendment cases, *District of Columbia v. Heller* and *McDonald v. City of Chicago*. Her most recent book, *The Tragedy of Benedict Arnold: An American Life,* published last year, has won two awards as the book of the year and is a finalist for the prestigious George Washington book prize.

Professor Malcolm has given numerous presentations before legal, other scholarly and general public audiences, both nationally and abroad. On the 800th anniversary of Magna Carta in 2015, Professor Malcolm was asked to write the chapter on Magna Carta in America for the official commemorative book published by the Magna Carta Trust. She was also invited to speak at the Library of Congress's celebration of that venerable anniversary. In September 2019, Professor Malcolm received the honor of being sworn in as a member of the National Council on the Humanities.

It is on the basis of Professor Malcolm's prominence as a scholar and teacher of legal and constitutional history and service to this University that I recommend her appointment to the position of Professor Emerita, effective June 2, 2020 (immediately following her retirement on June 1, 2020).

Approval ✓ Disapproval ___ S. David Wu, *Provost and Exec VP* 1/21/2020 Date

Approval ✓ Disapproval ___ Anne Holton, *Interim President* 1/24/2020 Date

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

GEORGE MASON UNIVERSITY | **Office of the Dean**
Antonin Scalia Law School
3301 Fairfax Drive, MS 1G3, Arlington, Virginia 22201
Phone: 703-993-8085; Fax: 703-993-8088

TO: S. David Wu, Provost and Executive Vice President
Anne Holton, Interim President

FROM: Henry N. Butler, Dean and Professor of Law, Antonin Scalia Law School HNB 1.14.2020

DATE: January 14, 2020

SUBJECT: Emeritus Designation for Professor Daniel D. Polsby

I am writing to recommend that former Dean and current Professor Daniel D. Polsby be given Dean and Professor Emeritus status upon his retirement at the end of the 2019-2020 academic year. Professor Polsby has devotedly served George Mason for over twenty years, ten of which he tirelessly served as the Dean of the law school.

The transformative impact that Professor Polsby has had on our law school is undeniable. During his first sixteen years at George Mason, he served the law school primarily in an administrative capacity, first as Associate Dean for Academic Affairs and then as the longest tenured Dean in our law school's history. In his capacity as Dean he achieved many great accomplishments, including successfully recruiting stronger students and achieving corresponding improvements in our bar passage rates; improving our students' placements in jobs following graduation; increasing the participation rates for alumni annual giving; obtaining the endowments for the Patrick Henry Chair and the Robert A. Levy Atrium; and securing the funding for, and establishing, CPIP and the M-VETS clinic. Dean Polsby's dedication to improving the law school's quality and reputation and his development and deployment of rankings analytical tools enabled the law school to astoundingly improve in the U.S. News rankings from 124th in 1999 to as high as 38th in the country.

In addition to his exemplary leadership of the law school, Professor Polsby has established his reputation as a scholar and teacher of Criminal Law, Election Law and Torts. In addition, Professor Polsby has, in four separate terms, represented the law school in the Faculty Senate, and has served on or chaired the Faculty Selection Committee, the RPT Committee, the Curriculum Committee and the Academic Standards Committee.

It is on the basis of Professor Polsby's truly outstanding record as Dean of the law school and his unparalleled service to this University that I recommend his appointment to the position of Dean and Professor Emeritus, effective June 2, 2020 (immediately following his retirement on June 1, 2020).

Approval ✓ Disapproval ___ S. David Wu, *Provost and Exec VP* 1/24/2020 Date

Approval ✓ Disapproval ___ Anne Holton, *Interim President* 1/24/2020 Date

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

Volgenau School of Engineering
Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: S. David Wu, Provost and Executive Vice President
Anne Holton, Interim President

From: Kenneth S. Ball, Dean
Volgenau School of Engineering

Subject: Emeritus Designation for Dr. Harry Wechsler

Date: January 14, 2020

Dr. Harry Wechsler, a tenured Professor in the Computer Science Department in the Volgenau School of Engineering, is retiring from service effective the end of the Fall 2019 semester.

Dr. Wechsler joined Mason in 1987 as a Professor of Computer Science with tenure, and throughout his 32-year career has maintained a distinguished record of education, research, and service.

Dr. Wechsler is internationally renowned for his leadership in the field of machine learning, including pattern recognition, facial recognition, and computational vision. He is the author of three books, editor or co-editor of five volumes, and has authored or coauthored over 300 scientific papers, many of which have appeared in prestigious outlets. He was elected Fellow of the Institute of Electrical and Electronics Engineers (IEEE) in 1993, Fellow of the International Association of Pattern Recognition (IAPR) in 1998, and has won a number of prestigious international awards. He has also held visiting professorships at a number of world-renowned institutes of higher education.

Dr. Wechsler has been an outstanding teacher. Over the years at Mason, he has taught several thousand undergraduate and graduate students. He has also supervised twenty-nine doctoral students, many of whom have continued to have highly successful careers in government, industry and academia.

In recognition of the many contributions that Dr. Wechsler has made to the Department of Computer Science, to the Volgenau School of Engineering, and to Mason, I recommend that he be granted the status of Professor Emeritus of Computer Science, effective February 27, 2020. This recognition received the unanimous support of the Computer Science Department (42 out of 42 faculty present at a faculty meeting), as well as the support of the Interim Chair Professor Huzefa Rangwala.

Approval ✓ Disapproval _____ 1/21/2020
S. David Wu, Provost and Executive Vice President

Approval ✓ Disapproval _____ 1/24/2020
Anne Holton, Interim President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

ELECTIONS OF NEW TENURED FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Warma	**Mahamadi**	2/27/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Mathematical Science (COS)

Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Dr. Mahamadi Warma, Full Professor without Term

Faculty Member's Name and Title

Mathematical Sciences

Local Academic Unit

☑ Reference checks have been conducted.

☑ Sexual harassment prevention training has been scheduled for : completed online by 1/10/20.

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Warma has established a national and international reputation for genuine excellence in research. Of particular note is the high-profile research funding he has received from various sources, including a current grant from Air Force Office for Scientific Research (AFOSR). In addition, Dr. Warma is originally from Burkina Faso and currently resides in Puerto Rico, both of which contribute to the university's faculty diversity initiatives. Adding a Mathematician of his academic caliber who also adds to the diversity of our faculty represents a rare opportunity for Mason, the College of Science, and the Department of Mathematical Science.

November 8, 2019

Dean/Director Date

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Anderson	**Taylor**	1/10/2020	3.5 years

Title: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: Geography and Geoinformation Science (COS)

Berea	**Anamaria**	1/10/2020	1.5 years

Title: Term Associate Professor
Classification: Term - Instructional
Local Academic Unit: Computational and Data Sciences (COS)

Bolling	**William**	1/10/2020	1 year

Title: Term Visiting Professor
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

Huddleston	**Kathi**	12/10/2019	1 year

Title: Research Associate Professor
Classification: Term - Research
Local Academic Unit: Nursing (CHHS)

May	**John**	1/10/2020	1 year

Title: Term Professor
Classification: Term - Instructional
Local Academic Unit: Schar School of Policy and Government

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

APPOINTMENT OF FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Polat	**Mesut Fikret**	8/25/2020	3 years

Title: Assistant Professor
Classification: Tenure Track - Instructional
Local Academic Unit: School of Business

Note(s): Mr. Polat has been placed in a Term Instructor appointment for Spring Semester 2020.

Sleeter	**Nathan**	1/10/2020	1 year

Title: Research Assistant Professor
Classification: Term - Research
Local Academic Unit: History and Art History (CHSS)

Smith-Gray	**Sybil**	1/10/2020	1.5 years

Title: Term Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Psychology (CHSS)

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Academic Programs, Diversity, and University Community Committee

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APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Blake	**Brandi J.**	1/10/2020

Title: Associate Director
Classification: At will - Admin/Professional
Local Academic Unit: Diversity, Inclusion and Multicultural Education (UL)

Bopp	**Melanie**	1/6/2020

Title: Head, Access Service
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Clare	**Kathleen**	11/25/2019

Title: Associate Director for Resilience Programs
Classification: At will - Admin/Professional
Local Academic Unit: Advancement of Well-Being (UL)

Gowl	**Brooke**	1/13/2020

Title: Associate Director of Research development
Classification: At will - Admin/Professional
Local Academic Unit: College of Humanities and Social Sciences

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Green	**Maria**	11/5/2019

Title: Director of Benefits
Classification: At will - Admin/Professional
Local Academic Unit: Human Resources and Payroll

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Harrison	**Alexander P.**	1/25/2020

Title: Coordinator, Clinical Services
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

Hunter	**Michael**	1/10/2020

Title: Reseource Sharing Librarian
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

Kargbo	**Ibrahim**	12/10/2019

Title: Academic Advisor
Classification: At will - Admin/Professional
Local Academic Unit: College of Health and Human Services

Kuhn	**Tara**	1/6/2020

Title: Project Manager and Business Analyst
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Lemmons	**David**	2/3/2020

Title: Instruction Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: University Libraries

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Lester	**Jaime**	10/25/2019

Title: Associate Dean for Faculty Affairs and Strategic Initiatives
Classification: At will - Admin/Professional
Local Academic Unit: Higher Education Program (CHSS)

Note(s): Additional Title: Professor without Term

Osborne **Shannon** 1/6/2020

Title: Assistant Director for Financial Well-Being
Classification: At will - Admin/Professional
Local Academic Unit: Student Support and Advocacy Center (UL)

Park **Eunkyoung** 12/10/2019

Title: Director of University Life Assessment and Planning
Classification: At will - Admin/Professional
Local Academic Unit: University Life

Rodriguez Ramirez **Fernanda** 10/25/2019

Title: Assistant Athletic Director, Events and Game Operations
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Torres Ramirez **Kenia** 12/16/2019

Title: Assistant Director of Community Standards
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

LAST NAME	FIRST NAME	EFFECTIVE DATE
Wurmfeld	**Claire P.**	11/25/2019

Title: Associate Controller
Classification: At will - Admin/Professional
Local Academic Unit: Fiscal Services (SVP)

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Abdelfattah	**Belal**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Avramovic	**Sanja**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Balmaceda	**Laura A.**	1/25/2020	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Physics and Astronomy (COS)

Blair	**Virginia**	6/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Bulancea	**Gabriela**	8/25/2020	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Mathematical Science (COS)

Note(s): Previous Title: Term Assistant Professor

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Cantiello	**John**	5/25/2020	5 Years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Chang	**Kathleen**	8/25/2020	1 year

Title: Clinical Instructor
Classification: Instructional
Local Academic Unit: Nursing (CHHS)

Cheema	**Jehanzeb**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

De Jong	**Elisabeth**	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Nutrition and Food Studies (CHHS)

DiZinno	**Joseph A.**	8/25/2020	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Forensic Science Program (COS)

Note(s): Previous title: Term Assistant Professor

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Dudnik	**Natalia**	8/25/2020	5 Years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous title: Term Assistant Professor

Elzey	**Christopher C.**	8/25/2020	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: History and Art History (CHSS)

Note(s): Additional Title: Coordinator, Sport and American Culture Minor
Previous title: Term Assistant Professor

Espina	**Virginia**	1/10/2020	5 Years

Title: Research Professor
Classification: Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Note(s): Previous Title: Research Associate Professor

Fleming	**Lila**	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Global and Community Health (CHHS)

Frye	**Samuel**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Garrison	**Victoria**	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Nursing (CHHS)

Note(s): Additional Title: Physician

Goodknight	**Adrienne**	8/25/2020	1 year

Title: Term Instructor
Classification: Instructional
Local Academic Unit: Nursing (CHHS)

Green-Lawson	**Zakevia**	6/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Note(s): Additional Title: MSHI On-Line Program Coordinator

Hasan	**Syed**	8/25/2020	1 year

Title: Term Instructor
Classification: Instructional
Local Academic Unit: School of Business

Hendricks	**Gretchen T.**	8/25/2020	1 year

Title: Term Instructor
Classification: Instructional
Local Academic Unit: School of Business

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Hermoso	**Vincent A.**	6/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: College of Science

Horak	**Anne K.**	8/25/2019	1 year

Title: Project Director
Classification: Research
Local Academic Unit: College of Education and Human Development

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Howard	**Susan**	8/25/2020	1 year

Title: Term Instructor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Kysar-Mattietti	**Giuseppina**	8/25/2020	5 Years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Note(s): Additional Title: Lab Coordinator

Lauer	**Anne E.**	8/25/2020	1 year

Title: Term Instructor
Classification: Instructional
Local Academic Unit: School of Business

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Lazaroff	**Kurt C.**	6/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Note(s): Additional Title: BIS Academic Services Director

Li	**Sanmei**	1/10/2020	3 years

Title: Research Associate Professor
Classification: Research
Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Previous Title: Research Assistant Professor

Li	**Xin**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Lin	**MingKuan**	10/25/2019	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Systems Biology (COS)

Madison	**Sorina O.**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Mainkar	**Avinash V.**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Manuel-Scott	**Wendi**	8/25/2020	5 Years

Title: Term Professor
Classification: Instructional
Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous title: Term Associate Professor

Maskell	**Shayna L.**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Integrative Studies (CHSS)

Mitcho	**Sara**	1/10/2020	1.5 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Global Affairs Program (CHSS)

Note(s): Additional Title: Assistant Director of the Global Affairs Program

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Moteabbed-Tabarraei	**Shora E.**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

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Academic Programs, Diversity, and University Community Committee

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Mungai	**Wambui**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Nelson	**Mary**	6/25/2020	3 years

Title: Term Professor
Classification: Instructional
Local Academic Unit: College of Science

Note(s): Previous title: Term Associate Professor

Novak	**Andrew**	8/25/2020	3 years

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Criminology, Law and Society (CHSS)

Odstrcil	**Dusan**	1/10/2020	1 year

Title: Research Professor
Classification: Research
Local Academic Unit: Physics and Astronomy (COS)

Oetjen	**Cheryl A.**	6/25/2020	5 Years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Nursing (CHHS)

Note(s): Previous title: Term Assistant Professor.

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Osborn-Harrison	**Denise G.**	6/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Note(s): Additional Title: MPH On-Line Program Coordinator

Pierce	**Robert A.**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Polayes	**Deborah**	8/25/2019	5 Years

Title: Term Professor
Classification: Instructional
Local Academic Unit: Biology (COS)

Porter	**Timothy**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Purja Pun	**Ganga**	1/25/2020	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Physics and Astronomy (COS)

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Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Schmeidler	**Lance**	8/25/2020	3 years

Title: Term Instructor
Classification: Instructional
Local Academic Unit: Communication (CHSS)

Schnur	**Joel**	1/10/2020	1 year

Title: Research Professor
Classification: Research
Local Academic Unit: College of Science

Schulze	**Susan E.**	8/25/2020	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: History and Art History (CHSS)

Note(s): Previous title: Term Assistant Professor

Scully	**Cathleen**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Nursing (CHHS)

Stabile	**Bonnie B.**	8/25/2019	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Director of the Master of Public Policy Program
Previous Title: Research Assistant Professor

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RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Still	**Amanda**	12/10/2019	3 years

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Center for Applied Proteomics and Molecular Medicine (COS)

Storelli	**Elizangela J.**	8/25/2020	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Previous title: Term Assistant Professor

Trenary	**Laurie L.**	4/10/2019	1 year

Title: Research Assistant Professor
Classification: Research
Local Academic Unit: Center for Ocean-Land-Atmosphere Studies (COS)

Verardo	**Stacey**	8/25/2020	5 Years

Title: Term Professor
Classification: Instructional
Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Note(s): Additional Title: Lab Coordinator

Wolfe	**James**	8/25/2019	3 years

Title: Term Associate Professor
Classification: Instructional
Local Academic Unit: School of Business

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

RENEWALS AND REAPPOINTMENTS

LAST NAME	FIRST NAME	EFFECTIVE DATE	APPT LENGTH
Wu	**Xiaoyun**	1/1/2020	1 year

Title: Research Associate (Instructor)
Classification: Research
Local Academic Unit: Criminology, Law and Society (CHSS)

Wutzke	**Clinton**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: Rehabilitation Sciences (CHHS)

Yao	**Andy**	8/25/2020	1 year

Title: Term Assistant Professor
Classification: Instructional
Local Academic Unit: School of Business

Zhao	**Peisheng**	11/10/2019	1 year

Title: Research Associate Professor
Classification: Research
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Alter	**Kathryn A.**	Resignation	11/24/2019

Title: Overdose Detection Mapping Application Program Manager
Classification: At will - Instructional
Local Academic Unit: Criminology, Law and Society (CHSS)

Andrulis	**Greg**	Contract expiration	06/30/2020

Title: Head Coach, Men's Soccer
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Copelman	**Dina**	Retirement	01/09/2020

Title: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: History and Art History (CHSS)

Cowan	**Friedgard**	Retirement	01/24/2020

Title: Cataloging and Metadata Librarian
Classification: Term - Admin/Professional
Local Academic Unit: University Libraries

Dallas	**Olympia**	Retirement	01/24/2020

Title: Clinic Physician
Classification: At will - Admin/Professional
Local Academic Unit: Student Health Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Dhadly	**Manbharat**	Resignation	12/06/2019

Title: Research Assistant Professor
Classification: At will - Research
Local Academic Unit: Physics and Astronomy (COS)

Fahey	**Sheryl**	Resignation	02/28/2020

Title: Technical Assistant Specialist
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

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Fuhrmann	**Sven**	Resignation	01/09/2020

Title: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Geography and Geoinformation Science (COS)

Graf	**Christine**	Resignation	01/04/2020

Title: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Criminology, Law and Society (CHSS)

Haack	**Barry**	Retirement	01/09/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Geography and Geoinformation Science (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Haimann	**Sarah-Ann**	Resignation	12/06/2019

Title: Community Director
Classification: At will - Admin/Professional
Local Academic Unit: Housing and Residence Life (UL)

Henderson	**Thomas**	Retirement	05/24/2020

Title: Term Instructor
Classification: Term - Instructional
Local Academic Unit: Health Administration and Policy (CHHS)

Hinton	**Roy**	Retirement	11/24/2019

Title: Associate Dean for Executive Program
Classification: At will - Admin/Professional
Local Academic Unit: School of Business

Hundemer	**Kellie**	Resignation	12/05/2019

Title: Assistant Director of Fitness
Classification: At will - Admin/Professional
Local Academic Unit: Mason Recreation (UL)

Johnsen	**Bruce**	Retirement	05/24/2021

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Kay	**Victor A.**	Resignation	01/09/2020

Title: Visiting Associate Professor
Classification: Term - Instructional
Local Academic Unit: School of Business

Kim	**Daye**	Resignation	08/30/2019

Title: Lead Teacher-3's classroom
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Senior Vice President

King	**Scott A.**	Resignation	02/01/2020

Title: Head Coach, Golf
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

Kloster	**Andrew R.**	Resignation	01/03/2020

Title: Associate Director
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Lee	**Juanita**	Contract expiration	05/24/2020

Title: Term Instructor
Classification: Term - Instructional
Local Academic Unit: Nursing (CHHS)

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SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Leonard	**Charles**	Resignation	01/06/2020

Title: Term Instructor
Classification: Term - Instructional
Local Academic Unit: Honors College

Madigan	**Kevin**	Resignation	01/28/2020

Title: Deputy Director
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Malcolm	**Joyce L.**	Retirement	05/24/2020

Title: Professor
Classification: Tenured (without term) - Instructional
Local Academic Unit: Antonin Scalia Law School

Masoudian	**Neda**	Resignation	01/06/2020

Title: Equal Opportunity Specialist
Classification: At will - Admin/Professional
Local Academic Unit: Compliance, Diversity, and Ethics

Montague	**Lewis F.**	Contract expiration	12/02/2019

Title: Assistant Coach, Baseball
Classification: At will - Admin/Professional
Local Academic Unit: Intercollegiate Athletics

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
O'Boyle	**Sharon R.**	Retirement	03/24/2020

Title: Data Analyst
Classification: At will - Admin/Professional
Local Academic Unit: Office of Enrollment Management

Osipian	**Ararat**	Contract expiration	12/31/2019

Title: Alexander Mirtchev Visiting Research Assistant Professor
Classification: Term - Research
Local Academic Unit: Schar School of Policy and Government

Park	**Noseong**	Resignation	01/09/2020

Title: Assistant Professor
Classification: Tenure track - Instructional
Local Academic Unit: Information Sciences and Technology (VSE)

Polsby	**Daniel D.**	Retirement	05/24/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Antonin Scalia Law School

Robinson	**Iris**	Retirement	03/24/2020

Title: Assistant Dean, Student and Academic Affairs
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

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ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Rome	**Sunny R.**	Retirement	05/24/2022

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Social Work (CHHS)

Rowan	**Katherine**	Retirement	01/09/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Communication (CHSS)

Schwartz	**Margaret**	Contract expiration	01/06/2020

Title: Advanced Professional Teacher Development and International Education Outreach and Marketing Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

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Serve	**Brian**	Contract expiration	12/02/2019

Title: Licensing Associate
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Smith	**Robert J.**	Resignation	01/06/2020

Title: Director, Innovation Commercialization Assistance Program
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
Stamm	**Kylie R.**	Resignation	11/15/2019

Title: Assistant Director
Classification: At will - Admin/Professional
Local Academic Unit: Diversity, Inclusion and Multicultural Education (UL)

Stepien	**Deborah**	Resignation	01/31/2020

Title: Technical Assistant Specialist
Classification: At will - Admin/Professional
Local Academic Unit: College of Education and Human Development

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Tang	**Junmei**	Resignation	03/10/2020

Title: Research Associate Professor
Classification: Term - Research
Local Academic Unit: Center for Spatial Information Science and Systems (COS)

Tinsman	**Suzanne**	Resignation	11/22/2019

Title: Payroll and HRIS Director
Classification: At will - Admin/Professional
Local Academic Unit: Human Resource and Payroll

Valentine	**Iren**	Resignation	01/05/2020

Title: Associate Director, Clinical Services
Classification: At will - Admin/Professional
Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

SEPARATIONS

LAST NAME	FIRST NAME	TYPE	EFFECTIVE DATE
View	**Jenice**	Retirement	07/24/2020

Title: Associate Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: College of Education and Human Development

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Vito	**Adriana**	Resignation	01/09/2020

Title: Director of Graduate Studies and Certificate Programs
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

Wechsler	**Harry**	Retirement	01/09/2020

Title: Professor without Term
Classification: Tenured (without term) - Instructional
Local Academic Unit: Computer Science (VSE)

Wescoat-Andes	**Martha**	Resignation	02/24/2020

Title: Associate Dean of Administration
Classification: At will - Admin/Professional
Local Academic Unit: College of Science

Wheeler	**John J.**	Resignation	01/17/2020

Title: Free Speech Clinic Senior Fellow
Classification: At will - Admin/Professional
Local Academic Unit: Antonin Scalia Law School

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Ascoli	**Giorgio**	Conversion

Title: University Professor
Local Academic Unit: Bioengineering (VSE)

Note(s): Dr. Ascoli has converted to a 12-month Research Extended Appointment.

Axtell	**Robert**	Leave with Partial Pay

Title: Professor without Term
Local Academic Unit: Computational and Data Sciences (COS)

Note(s):
Professor Axtell has been awarded a Faculty Study Leave for the academic year 2020-2021.

Berry	**Ivory M.**	Title Change

Title: Assistant Dean for Student Success
Local Academic Unit: College of Education and Human Development

Note(s): Previous Title:Director of Student Success

Brady	**Christina**	Title Change

Title: Assistant Director, Undergraduate Education and Global Partnerships
Local Academic Unit: INTO Mason (Provost)

Note(s): Previous Title:Program Manager, Undergraduate International Pathways

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Budd	**Karen**	Leave with Pay

Title: Nurse Practitioner
Local Academic Unit: Student Health Services (UL)

Note(s): Dr. Budd has been awarded a staff study leave for Spring Semester 2020.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Claster	**Lucia**	Title Change

Title: Director, Confucius Institute
Local Academic Unit: College of Education and Human Development

Note(s): Previous Title:Deputy Director, Confucius Institute

Fullman	**Aimee R.**	Title Change

Title: Director of Online and INTO Interface
Local Academic Unit: Arts Management (CVPA)

Note(s): Retained Title-Term Assistant Professor

Harris-Scott	**Steven**	Title Change

Title: Assistant Director, Graduate Education and Faculty Affairs
Local Academic Unit: INTO Mason (Provost)

Note(s): Previous Title:Program Manager, Undergraduate International Pathways

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Hussam	**Abdul**	Leave with Pay

Title: Professor without Term
Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Professor Hussam has been awarded a Faculty Study Leave for Fall Semester 2020.

Irvin-Erickson	**Yasemin**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Criminology, Law and Society (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Kan	**Cing-Dao (Steve)**	Title Change

Title: Director for the Center for Collision Safety and Analysis
Local Academic Unit: Collision Safety and Analysis (COS)

Note(s): Retained Title-Professor without Term

Krall	**Jenna R.**	Tenure Track Contract Extension

Title: Assistant Professor
Local Academic Unit: Global and Community Health (CHHS)

Krueger	**Frank**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Systems Biology (COS)

Note(s): Professor Krueger has been awarded a Faculty Study Leave for Fall Semester 2020.

Lawton	**Sean**	Leave with Pay

Title: Associate Professor without Term
Local Academic Unit: Mathematical Science (COS)

Note(s): Professor Lawton has been awarded a Faculty Study Leave for Fall Semester 2020.

Lewis	**Amy L.**	Title Change

Title: Project Manager, Mason International Collaborative
Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Term Assistant Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Love	**Jack**	Title Change

Title: Term Assistant Professor
Local Academic Unit: Mathematical Science (COS)

Note(s): Previous Title:Term Instructor

Miller-Hooks	**Elise**	Conversion

Title: Professor without Term
Local Academic Unit: Civil, Environmental and Infrastructure Engineering (VSE)

Note(s): Dr. Miller-Hooks has converted to a 12-month Research Extended Appointment.

Moore	**Patrick J.**	Title Change

Title: Stearns Center Faculty Fellow for Language Diversity: Data Analysis Focus
Local Academic Unit: Office of the Provost

Note(s): Retained Title-Term Assistant Professor, English Language

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Peterson	**Andrew**	Title Change

Title: CHSS Liaison to NIH Bioethics Center
Local Academic Unit: Philosophy (CHSS)

Note(s): Retained Title-Assistant Professor

Uhen	**Mark**	Title Change

Title: Associate Chair
Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Note(s): Retained Title-Associate Professor without Term

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

February 27, 2020

OTHER ANNOUNCEMENTS

LAST NAME	FIRST NAME	TYPE
Vigon	**Derek B.**	Title Change

Title: Coordinator of Sport Psychology
Local Academic Unit: Counseling and Psychological Services (UL)

Note(s): Previous Title:Psychologist

Faculty and Academic Standards Committee

February 27, 2020

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track			
	9-month	**12-month**	**9-month**	**12-month**	**Research**	**Grant Funded**
Instructor	1	0	0	0	0	0
Assistant Professor	1	1	2	0	1	1
Associate Professor	1	1	0	0	1	1
Professor	2	0	0	0	0	2
Administrative/Professional	0	16	0	0	0	1
Totals	5	18	2	0	2	5

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track			
	9-month	**12-month**	**9-month**	**12-month**		**Total**
Instructor	7	2	0	0		9
Assistant Professor	19	11	0	0		30
Associate Professor	8	5	0	0		13
Professor	3	4	0	0		7
Administrative/Professional	0	0	0	0		0
Totals	37	22	0	0		59

SEPARATIONS

Resignation	**Retirement**	**Contract Expiration**	**Deceased**		**Total**
24	15	6	0		45

OTHER ANNOUNCEMENTS

Leave with pay	**Leave w/o pay**	**Title Change**	**Conversion**	**Tenure Track Contract Extension**	**Total**
5	0	12	2	2	21

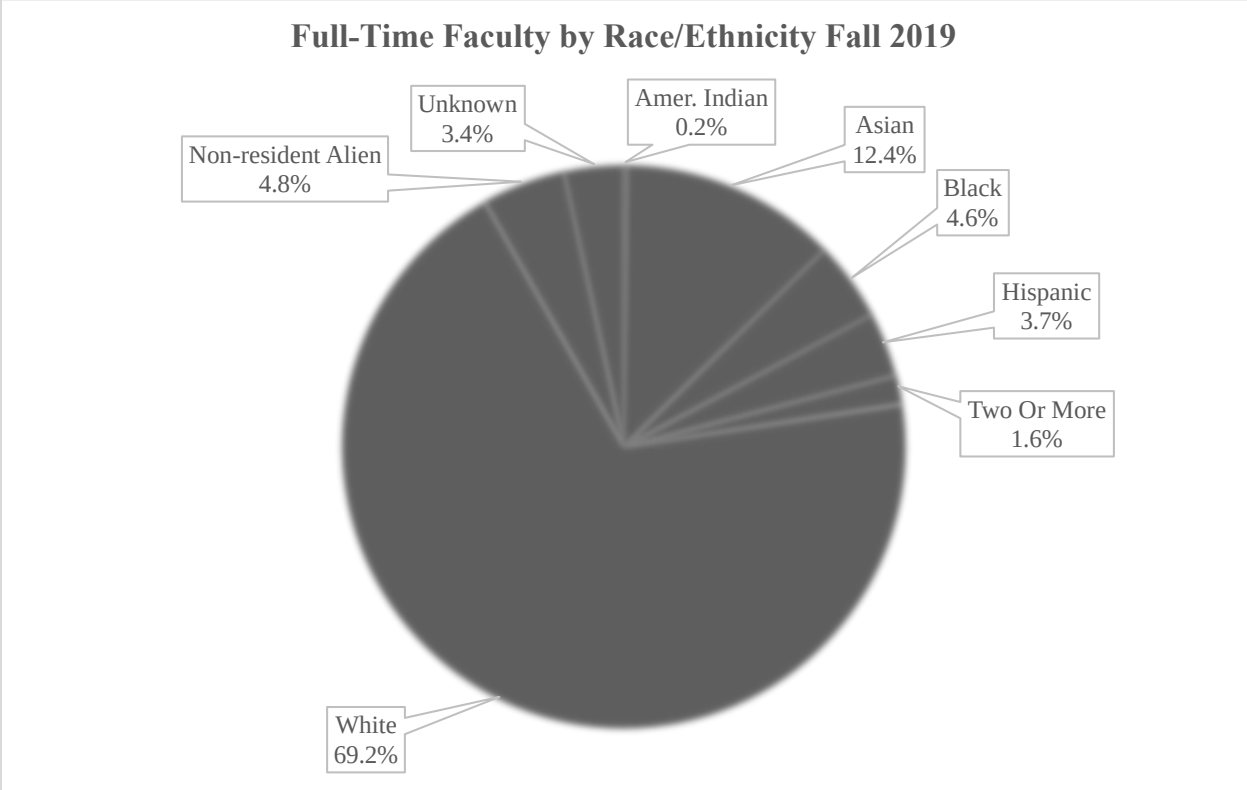
*Summary Excludes Postdoctoral Research Fellows and Research Staff

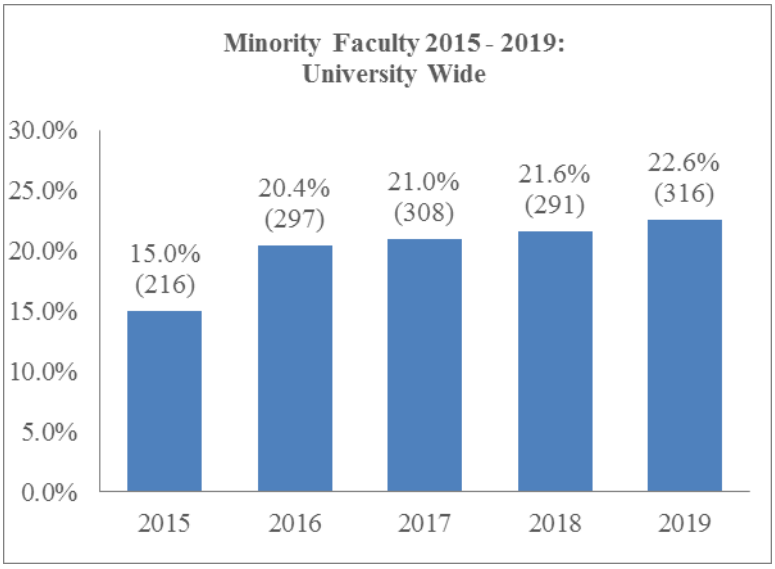
The Diversity of Mason's Full-Time Faculty
Fall 2019

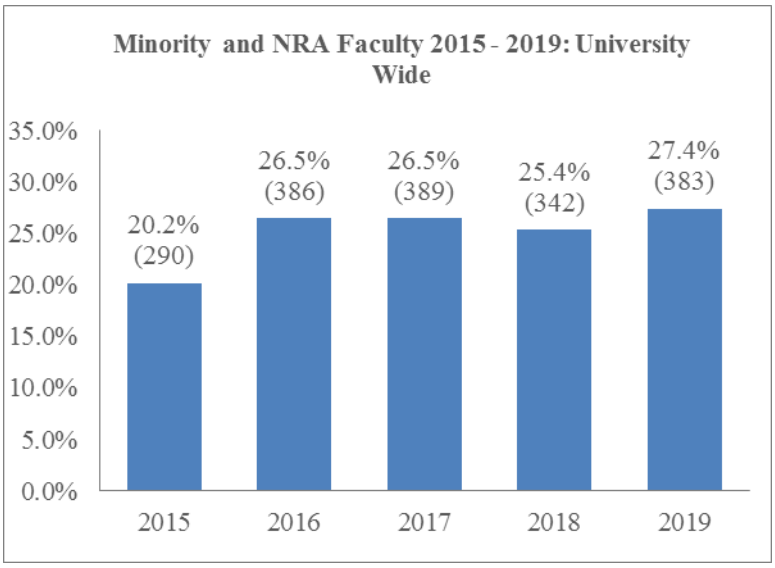
In Fall 2019, 27.4% of Mason's full-time faculty were a member of a racial/ethnic minority group or a non-resident alien. This compares to 54.4% of students who identify as a racial/ethnic minority or non-resident alien. One of the goals of Mason's strategic plan is to increase faculty diversity. The percentage of faculty identifying as minority has increased between 2018 and 2019.

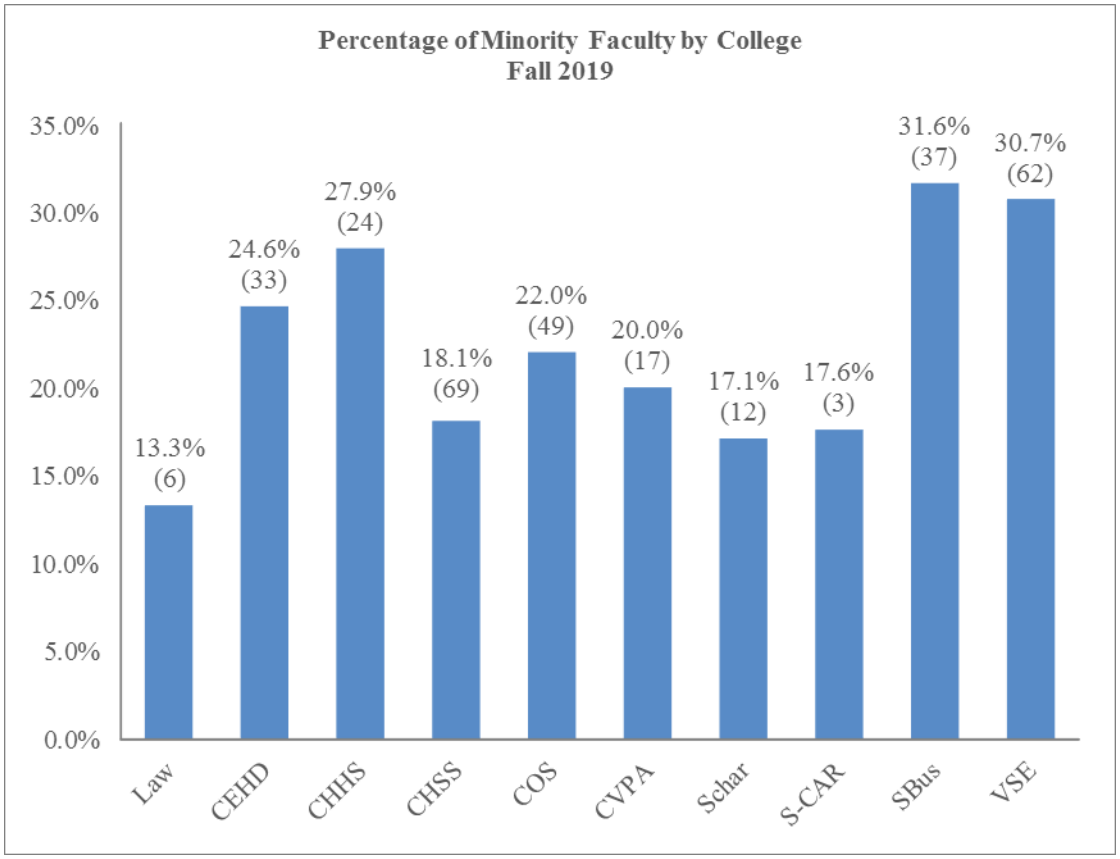
Race and Ethnicity

- Minority faculty members make up 22.6% (316) of the 1,399 full-time faculty members, an increase of 1.0% over Fall 2018.
- The total proportion of full-time faculty who chose not to report their race was 3.4% (48), a decrease from Fall 2018, when 6.9% of faculty did not report their race. Among new faculty members in 2019, all chose to report their race/ethnicity.
- 60.0% of new faculty identified themselves as White, 24.7% identified themselves as minorities, and 15.3% were classified as non-resident aliens.
- The percentage of minority full-time faculty within each college or school ranges from 13.3% to 31.6%. Percentages should be viewed cautiously given the variability in the number of faculty within each unit.




Minority Faculty 2015 - 2019:
University Wide
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
15.0%
(216)
20.4%
(297)
21.0%
(308)
21.6%
(291)
22.6%
(316)
2015
2016
2017
2018
2019


Minority and NRA Faculty 2015 - 2019: University
Wide
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
20.2%
(290)
26.5%
(386)
26.5%
(389)
25.4%
(342)
27.4%
(383)
2015
2016
2017
2018
2019



Gender

- Women represented 48.0% of the new full-time faculty hires this year, which is a greater proportion than the 44.6% of the total full-time faculty who are female.

- For the five-year period from 2015 to 2019, the proportion of full-time female faculty members increased by 2.6 percentage points.

- Women represent 35.1% of the tenured positions, 44.5% of the tenure-track positions, and 58.1% of term faculty positions. For new hires, women represent 31.3% of the tenured positions, 44.9% of the tenure-track positions, and 52.9% of the term positions.

The Retention of Full-Time Instructional Faculty
Fall 2018 to Fall 2019

Fall 2018 Faculty Retention

In the Fall 2018 semester, Mason employed 1,345 full-time instructional faculty members. Of these, 94% (1,268) continued to be employed at Mason in Fall 2019. The attrition rate for instructional faculty was 6%, which is comparable to previous years (6% in 2014, 7% in 2015, 6% in 2016, and 6% in 2017). Once retirees are removed from the analysis, the attrition rate drops to 4%. The most frequent reason for faculty departure was resignation, followed by retirement, and completion of contract. Twenty-two full-time faculty retired in FY 2019, compared to 39 in FY 2018 and 21 in FY 2017.

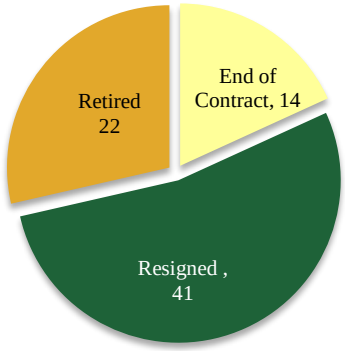
Of the 1,268 faculty members continuing at Mason:

- 1,246 (98%) continued as full-time instructional faculty
- 15 (<2%) moved into full-time administrative or part-time faculty positions
- 7 (<1%) were on leave without pay

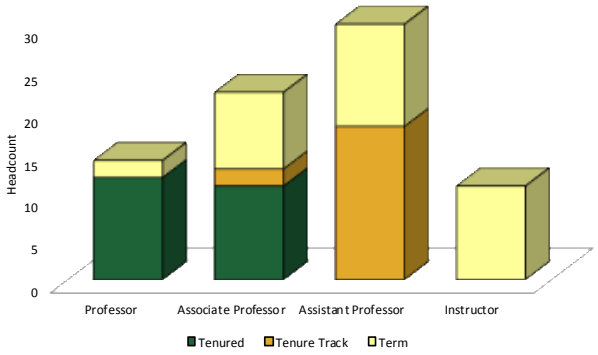
Reasons for leaving include:

- 41 resigned
- 22 retired
- 14 completed their contract

Reasons for Faculty Departure FY 2019



Faculty Departure by Rank and Tenure



Twenty-three tenured faculty departed Mason in FY19: 15 retired, 6 resigned due to a new job offer, 1 resigned to leave the area, and 1 resigned without a reason given. Twenty tenure-track faculty departed: 12 resigned due to a new job offer, 5 completed contracts, 2 resigned to leave the area, and 1 resigned without a reason given. Thirty-four term faculty departed: 11 resigned due to a new job offer, 9 completed contracts, 7 retired, 3 resigned due to a school/career change, 2 resigned without a reason given, 1 resigned to leave the area, and 1 resigned due to ill health.

Fall 2019 Faculty

In the Fall 2019 semester, Mason employed 1,399 full-time instructional faculty members: 1,249* (89%) continuing faculty members and 150 (11%) new faculty members. Six percent of returning faculty received promotions, a slightly higher rate to the proportion of promotions in the recent past (5% in Fall 2018; 3% in Fall 2017; 4% in Fall 2016). Below is the faculty distribution across ranks.

Continuing Faculty

- 374 professors, 30 promotions
- 441 associate professors, 43 promotions
- 348 assistant professors, 2 promotions
- 86 instructors

New Faculty

- 13 professors
- 18 associate professors
- 99 assistant professors
- 20 instructors

**1,249 continuing faculty represent the 1,246 instructional faculty in both the Fall 2018 and Fall 2019 census files, plus three faculty who were on LWOP in Fall 2018 (and not in census file) who have returned from LWOP and are present in Fall 2019 census file.*

Undergraduate Student Retention and Graduation

Fall 2019

George Mason University

Office of Institutional Effectiveness & Planning

Reaching Mason's ambitious degree completion goals as outlined in the Strategic Plan requires meeting enrollment targets, improving retention and graduation rates, and promoting timely degree completion. Student success is a combination of many factors, not the least of which is student motivation and academic preparation. Within a student-centered institutional culture, Mason strategically focuses on academic success, informed by research and best practices in higher education, which allows us to affect the greatest number of students. In doing so, Mason has both raised the profile of its entering freshmen cohorts and deployed retention initiatives such as the Student Experience Redesign and Mason Impact to increase retention and graduation rates as they mature in effectiveness.

Defining Freshmen Cohorts, First-Year Retention, Four-Year and Six-Year Graduation Rates

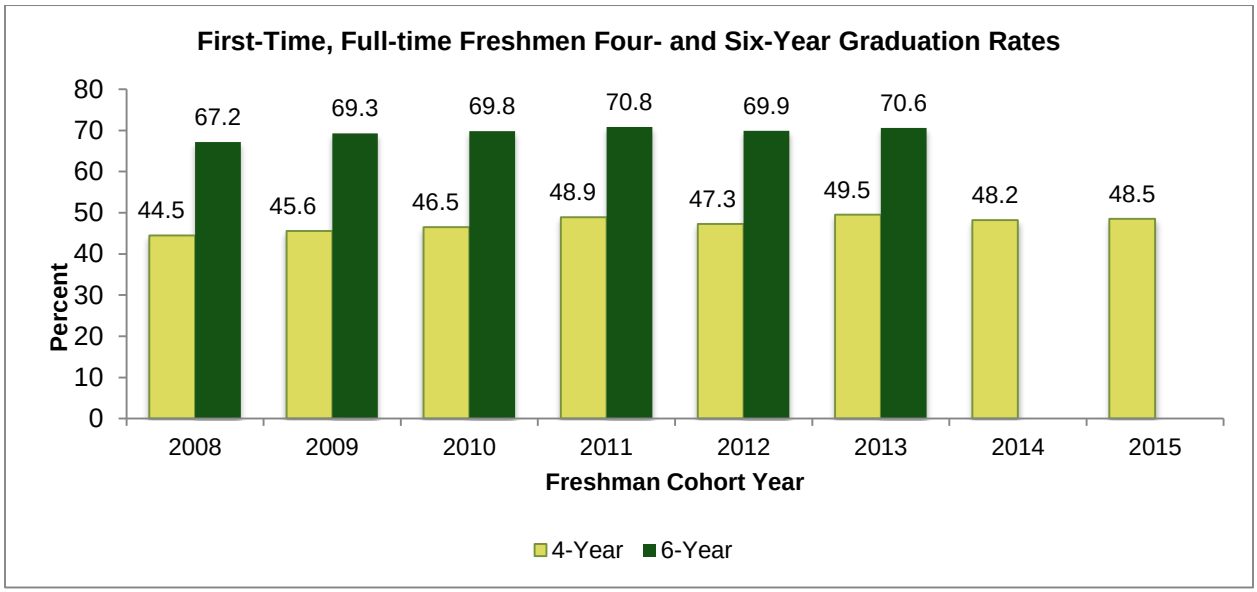
The Department of Education's standardized measures for retention and graduation rates focus on entering first-time, full-time, degree-seeking freshmen. In Fall 2019, 98.5% of Mason's freshman cohort met that definition. The first-year retention rate is the percentage of first-time, full-time, bachelor's degree-seeking students enrolled in fall who returned the following fall term. The standard for graduation rates has long been based on 150% of program length, i.e. six years. Increasingly the four-year graduation rate (100% of program length) is also discussed in the media. Table 1 details these standard measures.

Table 1	**1 Year Retention**		**4 Year Graduation Rate**	**6 Year Graduation Rate**
Cohort	**Fall 2018**		**Fall 2015**	**Fall 2013**
Overall	86.4%		48.5%	70.6
By Residency	In-State	88.2%	48.3%	71.8%
	Out-of-State	79.4%	49.0%	65.7%
By Gender	Female	88.3%	58.1%	75.4%
	Male	84.4%	37.9%	65.2%
By Race/Ethnicity	Asian	91.5%	46.7%	73.2%
	White	86.3%	50.3%	70.0%
	Hispanic	85.5%	45.9%	69.2%
	Other*	85.5%	54.6%	71.3%
	Two or more (multi-ethnic)	83.0%	41.4%	65.1%
	Black	81.3%	44.8%	73.7%

Other includes Hawaiian/Pacific Islander, Native Americans, Non-resident Aliens, and Unknown/Not Reported

The Fall 2018 cohort first-year retention rate overall is 86.4%, slightly lower than the 2017 cohort (down 0.3%). Looking at various demographic traits reveals opportunities for focused interventions. For example, in-state students are retained at a higher rate than out of state students, females are more likely to re-enroll compared to males. The need to close the achievement gap in the first year is readily seen when looking at retention by race/ethnicity.

For Mason, the four-year rate for the Fall 2015 cohort, the most recent cohort for which data is available, is 48.5%. Compared to the rate for the Fall 2000 cohort of 30.9%, over 15 years, Mason's rate has improved 57%. Mason's six-year graduation rate (150% of program length) has risen from 52.8% in 1998 to 70.6% for the 2013 cohort. Again, over a 15-year period, rates have improved, in this case by 34%. As with retention rates, six-year graduation rates vary by demographic characteristics. Again, in-state students graduate at a higher rate than out-of-state students. Females graduate at a higher rate than males. But the pattern of gaps by race/ethnicity is different than that seen at the 1-year retention mark, suggesting a fruitful area to explore.



Graduation Rates and Student Financial Need

Financial need is often noted as a significant barrier to college completion. At Mason, the six-year graduation rates for the 2013 cohort of students by type of aid received are:

- Pell Grants 66.9%
- Subsidized Stafford Loans 68.4%
- Other 76.9%
- No aid 70.7%.

First-Generation

First-generation students are also a vulnerable population for which Mason develops focused initiatives. In the 2013 cohort, 68.3% of students who identified themselves as first-generation students graduated in six years compared to 72.0% of students who were not first-generation. Similar to Pell students, the 2015 Cohort four-year graduation rate for first-generation students of 47.7% is lower than the university average, but the gap between the two groups diminishes by the time of the six-year rate.

Part-time Freshmen

As noted previously, the vast majority of first-time freshmen at Mason enroll full time. In Fall 2013, only 19 of Mason's 3,011 freshmen began as part-time students. Of those, 47.4% graduated in six years.

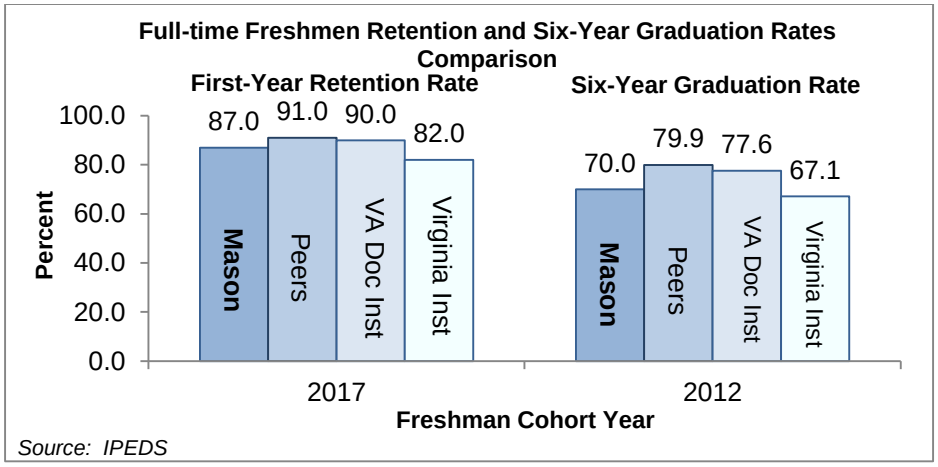
Peer and Regional Comparisons

George Mason's student population differs from that of its peers and regional institutions in a number of ways. For example:

- In Fall 2017, 50% of first-time, full-time freshmen at Mason identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and Two or More). In contrast, the average for other Commonwealth institutions was 34.4%, 38.2% at the Virginia research institutions, and 36.2% for the average of Mason's peer institutions.
- George Mason has a higher percentage of Pell Grant recipients (30%) in its 2017 cohort than the average across both the Virginia research institutions (22.1%) and its peer group (23%). The average for all Virginia institutions was 25.3%.
- The academic measures for students at George Mason's peer institutions are considerably higher. For the 2017 cohort, Mason's SAT scores for the 25th percentile and 75th percentile were 1100 and 1290, respectively, while the comparable average scores for its peers were 1222 and 1413, respectively.

Given our diversity of students across several factors, Mason has been particularly successful in retaining and graduating its under-represented student populations, a distinction that has been recognized in various national publications (e.g., *U.S. News*, *Education Trust*, *Change Magazine*).

The chart below details comparison data for the most recent years available, i.e. Fall 2017 for the first-year retention rate and 2012 for the six-year graduation rate. At 87%, Mason's first-year retention rate is higher than the average for Commonwealth institutions. However, it is slightly lower than both peer institutions[1] and the other Virginia research institutions. Regarding graduation rates, the pattern repeats with Mason's rate lower than the peer group average and the other Virginia research institutions average but higher than the Commonwealth institutions average.



Source: IPEDS

Transfer Students

[1] The list of 25 peer institutions is approved and maintained as a benchmark for targeting comparative salary data by the State Council of Higher Education for Virginia (SCHEV). The current peer group was approved in July, 2011, and includes Arizona State University, Boston University, Florida State University, George Washington University, Michigan State University, New York University, North Carolina State University at Raleigh, Northeastern University, Rutgers University-New Brunswick, Stony Brook University, SUNY at Albany, Syracuse University, Temple University, University of Arizona, University of Connecticut, University of Florida, University of Illinois at Urbana-Champaign, University of Kansas, University of Maryland-College Park, University of Massachusetts Amherst, University of Minnesota-Twin Cities, University of Nebraska-Lincoln, University of North Carolina at Chapel Hill, University of Southern California, and University of Washington-Seattle Campus.

Given our focus on access and transfer student success, Mason intently monitors the performance and success of this population. For Fall 2018, the overall one-year retention rate for transfer student was 85.1%. Students who transfer to Mason and enroll full-time are retained at a higher rate than those who enroll part-time, 87.7% v 76%. The four-year graduation rate for the transfer cohort that entered in Fall 2015 was 78.2% for the full-time students and 44.5% for the part-time students. This results in an overall transfer four-year graduation rate of 70.3%.

The majority of Mason transfer students come from the Virginia Community College System (VCCS). Of all the VCCS transfers that entered in Fall 2018, 86.1% returned the subsequent Fall, while 89.1% of the full-time VCCS transfers were retained to their second year. The four-year graduation rates for all Fall 2015 VCCS transfers is 70.3%, while the full-time VCCS transfers have a four-year rate of 79%. The six-year graduation rate for Fall 2013 VCCS transfers is 76.9%, and the full-time VCCS transfers have a six-year graduation rate of 82.2%. The Mason-NOVA ADVANCE program is aimed at strengthening these statistics and increasing the students who complete a Bachelor's.

For additional information on retention and graduation rates, visit the OIEP website at: https://irr2.gmu.edu/New/N_Persistence/index.cfm

Audit Committee - February 27, 2020

Call to Order

Audit Committee Meeting Agenda

Approval of Audit Committee Minutes

Approval of Committee Minutes for December 12, 2019 Meeting (ACTION)

Approval of Committee Minutes for December 12, 2019 Meeting

Compliance Matters

Institutional Compliance Update

Institutional Compliance Update

Reports

Office of University Audit Summary Report

Office of University Audit Summary Report

Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Audit Committee
February 27, 2020
Merten Hall, Fairfax Campus

A G E N D A

I. Call to Order

II. Approval of Audit Committee Minutes

A. Approval of Committee Minutes for December 12, 2019 Meeting **(ACTION)**

III. Compliance Matters

A. Institutional Compliance Update

IV. Reports

A. Office of University Audit Summary Report

V. Adjournment

DRAFT – Subject to Revision

AUDIT COMMITTEE
OF THE BOARD OF VISITORS

December 12, 2019
Merten Hall

MINUTES

PRESENT: Chair Rice; Vice Chair Moreno; Visitors Blackman and Kazmi.

Rector Davis; Vice President for Human Resources and Payroll Arnold; Vice President and Chief Information Officer Borek; Vice President for Research Crawford; Faculty Representative Davis; Student Representative Gelbvaks; Associate University Counsel Gentry; Assistant Vice President for Research Integrity and Assurance Hartley; President Holton; Operations Manager Kelly; Senior Vice President Kissal; Student Representative Layton; Associate Vice President of Research Services Laskofski; Interim Controller and Associate Controller McGinnis; Vice President Smith; University Ethics Officer Woodley; Director of Financial Reporting Wurmfeld; Assistant Vice President-Safety, Emergency, and Enterprise Risk Management Zobel; Auditor of Public Accounts Representatives Finkle, Rasnic, and Underwood; University Auditor Dittmeier; Associate University Auditor Watkins; Assistant University Auditors Herr and Sanders.

I. Chair Rice called the meeting to order at 10:20 a.m.

II. Approval of Minutes

Chair Rice called for a motion to approve the minutes of the October 10, 2019 Audit Committee meeting. The motion was **MOVED** by Rector Davis and **SECONDED** by Visitor Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

III. New Business

A. Auditor of Public Accounts Discussion

Mr. Rasnic from the Auditor of Public Accounts provided an overview of their planned FY19 audit. The audit is designed to provide an opinion that the university's financial statements are fairly presented in all material respects. A report on the university's internal control and compliance as it relates to financial reporting will also be provided. The work will also provide an agreed upon procedures report related to revenues and expenses of Mason's intercollegiate athletics programs and will follow-up on any matters from the Auditor's previous testing of student financial aid procedures. Mr. Rasnic confirmed that results would be reported at the Committee's April 2020 meeting.

The Committee invited Mr. Raznic to inform the Committee of any issues surfaced during the audit, including any difficulties or disputes with management.

IV. Compliance Matters

A. Institutional Compliance Update

Ms. Kissal provided a follow-on update on management's actions regarding its consultant's recommendations for developing a more comprehensive institutional compliance oversight structure that would integrate the enterprise compliance, risk management, and assurance needs for a growing R1 university. The recommendation integrates University Audit, institutional compliance and ethics, and enterprise risk management; it positions the integrated organization reporting functionally to an enhanced Committee of the Board of Visitors and administratively to the President. This structure is designed to provide a more direct and comprehensive view of risk and compliance information to the Committee; the additional oversight responsibilities will necessitate enhancements to the Board's bylaws and the Committee's charter. Execution of the recommendation involves multiple people and job responsibilities, and management is working with its consultant to determine an execution plan to be reviewed at the Committee's February 2020 meeting.

B. Office of Federal Contract Compliance Programs Audit Update

Mr. Arnold provided an update on the ongoing audit being performed by the Office of Federal Contract Compliance Programs. He stated that the Office ensures that employers comply with federal laws and regulations requiring non-discrimination and described the audit as evaluating compliance across Mason's employment processes, including sourcing, hiring, promotions, transfers, lay-offs, terminations, and compensation. He stated the audit began in September 2018 and is expected to extend through most of 2020. In that time, the Office has completed two site visits and has performed numerous data analyses. The Committee discussed the update, including potential challenges, and Mr. Arnold committed to brief the Committee when the audit's results are determined.

C. Research Compliance Update

Dr. Crawford reviewed with the Committee the university's programs in support of creating the research enterprise culture that ensures faculty and students are able to engage in their research in a responsible and ethical manner. Among other things, she described the context for research in higher education, including the lack of a professional organizational structure, the variability of norms across disciplines, the reliance on professional self-regulation and personal responsibility; the importance of robust institutional

principles, policies, and processes for research integrity; and the distributed nature of varying responsibilities across the university.

Dr. Crawford provided an overview of Mason's programs, and related challenges, regarding: research misconduct; financial management; outside interest disclosure and management, including potential foreign influence; controlled research management, human subject protection; animal welfare; research data management; export controls and economic sanctions; health data protection; conflicts of interest and commitment management; environmental health and safety, including laboratory safety; and student progression. She noted that ongoing focus areas include training researchers; automating administration and compliance activities; enhancing compliance professional resourcing; and monitoring the changing regulatory and policy environment.

V. Reports

A. Report of Approved Waivers of Contractual Conflicts of Interest

Ms. Woodley reviewed with the Committee the Report of Approved Waivers of Contractual Conflicts of Interest for the year ending December 1, 2019. The report shows (i) waivers related to dual employment of immediate family members and (ii) waivers related to employees with a personal interest in a contract for research and development or commercialization of intellectual property and a business in which the employee has a personal interest, and (iii) university payments made to Dr. Elizabeth Cabrera.

B. Office of University Audit Summary Report

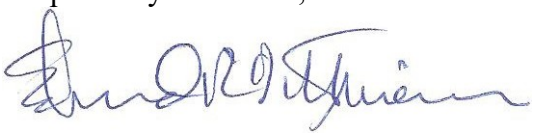
Mr. Dittmeier reviewed with the Committee the Office of University Audit Summary Report. He stated that no audit reports had been issued since the last meeting, although several are near completion and will be reported at the next meeting. Management continues to make progress to remediate 14 outstanding audit issues. He reviewed the status of in-progress and planned audit and investigative projects, and stated that the implications of integrating University Audit, institutional compliance and ethics, and enterprise risk management on University Audit's staffing will be assessed in connection with the recommendations being made by the consultant.

VI. Adjournment

Prior to adjourning, Ms. Kissal introduced Kevin Borek, Mason's new Chief Information Officer, to the Committee.

Chair Rice declared the meeting adjourned at 11:09 a.m.

Respectfully submitted,



Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: III.A. Institutional Compliance Update

PURPOSE OF ITEM: Brief the Audit Committee regarding management's recommendation to establish a new Institutional Compliance function and integrate the new function with University Audit and Enterprise Risk Management.

NARRATIVE: Carol Kissal, Senior Vice President for Administration and Finance, will review prior discussions with the Committee and provide management's recommendations.

Recommendations:

Endorse management's proposals to:

- Establish a new Institutional Compliance function.
- Integrate the new Institutional Compliance function with the Office of University Audit and the university's Enterprise Risk Management function.
- Appoint the University Auditor to lead the newly established integrated organization.
- Enhance the Committee's responsibilities to include more explicitly oversight of institutional compliance processes and enterprise risk management processes.
- Direct the University Auditor to work with management to assess and recommend updates, as necessary, to the:
  - Board Bylaws.
  - Committee Charter
  - Charter of the newly established integrated organization.

ACTION: Receive briefing and discuss.

Compliance Reorganization
Audit Committee

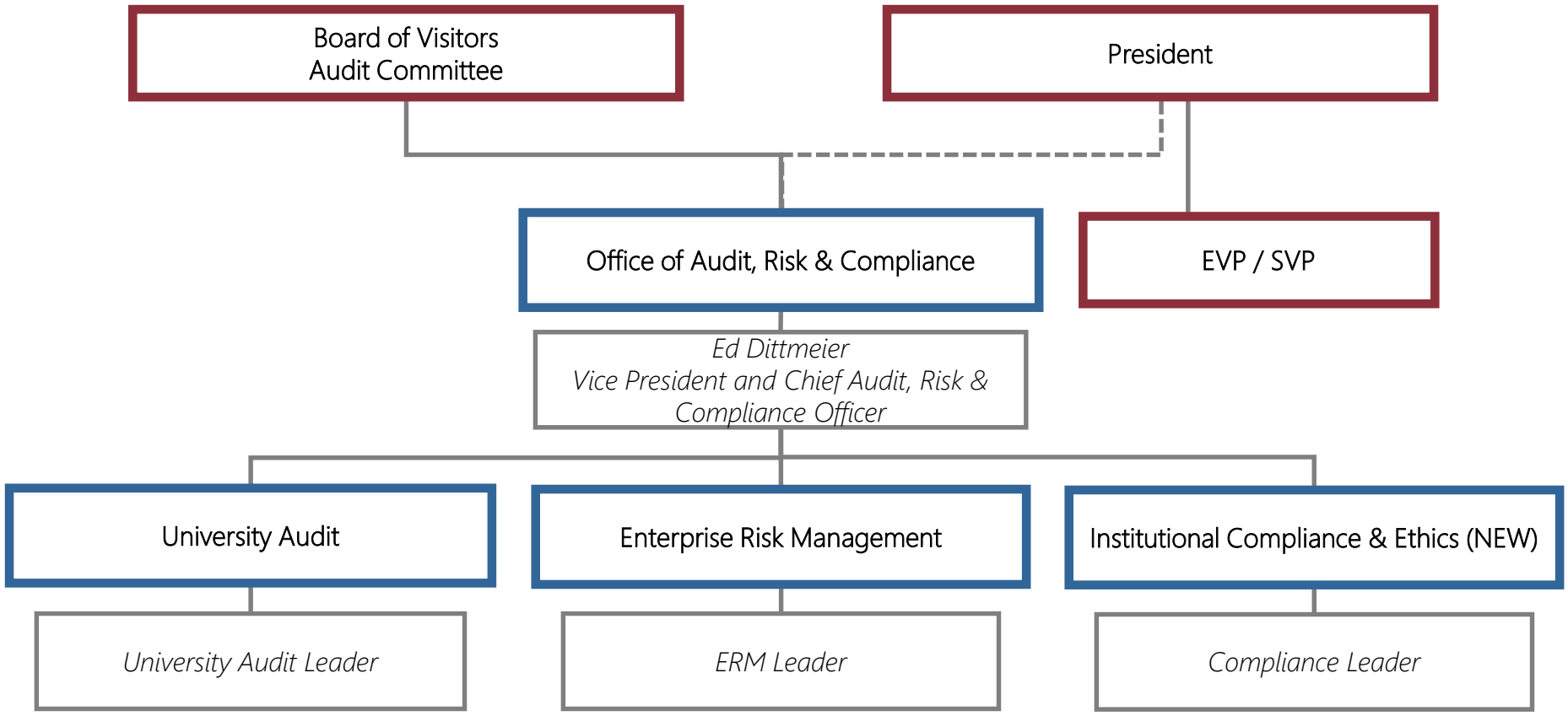
Office of the Senior Vice President | February 27, 2020

Office of Audit, Risk & Compliance

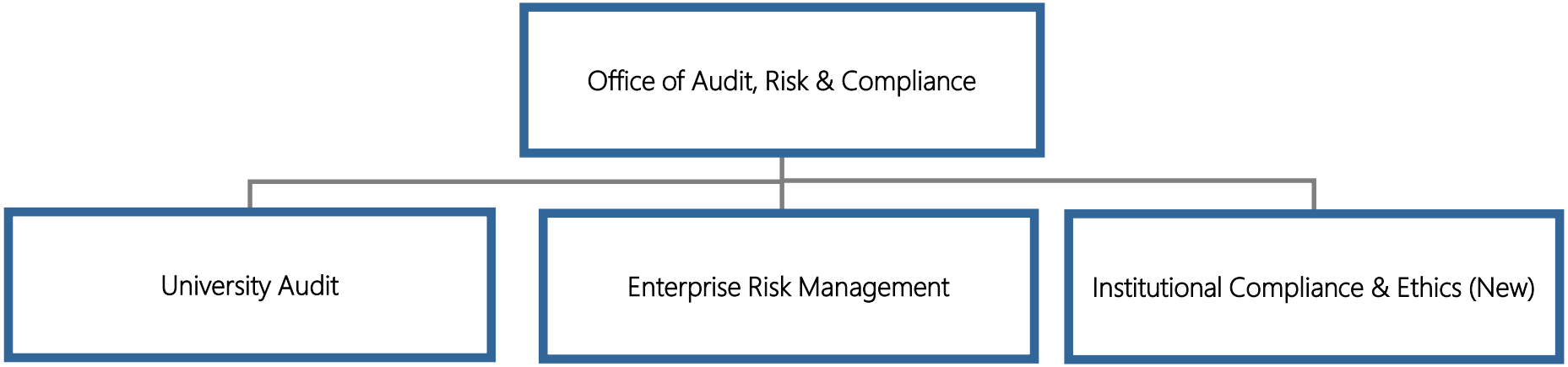
An integrated compliance organization:

- Fosters a culture of integrity, compliance and risk awareness
- Manages and monitors compliance activities across Mason in a consistent and intentional manner
- Improves reporting to the Audit Committee and Board of Visitors
- Embraces a talent development and succession planning system
- Evolves training and awareness of compliance requirements and needs across the University
- Creates alignment of roles, responsibility and organizational structure

Office of Audit, Risk & Compliance



Office of Audit, Risk & Compliance



Functions:

- Audit
- Advisory
- Hotline
- Investigations

- Facilitation of enterprise risk oversight and reporting
- Connection and collaboration
- Training support
- Privacy

- Oversight and monitoring
- Compliance risk assessments
- Compliance program evaluations
- Ethics program
- Conflicts of Interest
- Support decentralized activities

Office of Audit, Risk & Compliance

Integrated office of Audit, Risk & Compliance will:

- Provide independent, objective, risk-based assurance and advisory services designed to add value and improve the University's operations
- Guide/support senior leader risk owners to identify and respond to enterprise and compliance risks
- Utilize a systematic, disciplined approach to evaluate, monitor, and improve the effectiveness of risk mitigation processes

Office of Audit, Risk & Compliance

Management will continue:

- Assessment of roles and responsibilities
- Review of position profiles and compensation
- Communication, engagement and outreach

University Auditor will assess:

- Board Bylaws
- Committee Charter
- Office of Audit, Risk and Compliance Charter

Recommendations

Management recommends the Audit Committee endorse Management's proposed structure and leadership for the Integrated office of Audit, Risk & Compliance.

Management recommends the Audit Committee direct the University Auditor to work with management to assess and recommend updates, as necessary, to the:

- Board Bylaws
- Committee Charter
- Office of Audit, Risk and Compliance Charter

Office of University Audit

Report to the Audit Committee of the Board of Visitors

February 27, 2020

EXECUTIVE SUMMARY

- Two audit reports were issued since the last meeting.
  - Four additional memos addressed certain matters related to noticing of a Presidential Search Committee meeting, certain controls management established related to their secured computing environment for handling controlled unclassified information; and certain IT security controls performed by an academic unit.

- Remediation of 20 audit issues is in progress as of February 2020:
  - Most of these issues have current target remediation dates in the next nine months (through September 2020).
  - Management determined additional actions were needed to implement appropriate remediation of two Intercollegiate Athletics audit issues previously reported as remediated; these issues were re-opened and are included in tracking processes.

- Audit Plan status:
  - Substantially on track with 3+6 Audit Plan reviewed at the prior meeting.

- Status of fraud, waste, and abuse investigations:
  - Three investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
  - Three investigations are in progress.

- Audit staffing:
  - The audit team remains stable with no changes since the prior Committee meeting.
  - The appropriate level and mix of audit resources will be assessed in connection with the recommendations to integrate audit with structures for institutional compliance and enterprise risk management.
  - Co-sourced resources remain available to provide supplemental skilled expertise when needed. Through February 10, 2020, approximately 1,100 hours (0.7 FTE) of co-sourced resources have been used or are underway and contracted to be used in FY20.

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- Employee Disclosures and Evaluation of Personal Interests
- Drug and Alcohol Abuse Prevention Program

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3 STATUS OF AUDIT PLAN

4 STATUS OF INVESTIGATIONS

5 STAFFING

6 APPENDIX:
- Audit Issue Details

SUMMARY OF AUDIT REPORTS

- Employee Disclosures and Evaluation of Personal Interests

- Drug and Alcohol Abuse Prevention Program

- Audit Memos:
  - Validation of Certain IT Security Self-Assessment Results – College of Science.
  - Enterprise Controlled Unclassified Information Environment-Assessment of Certain Control Requirements.
  - Assessment of Controlled Unclassified Information Project Intake Process Control Design.
  - Noticing of December 6, 2019 Presidential Search Committee Meeting.

Office of University Audit

INTERNAL AUDIT REPORT

Report Title:	Employee Disclosures and Evaluation of Personal Interests	**Report Date:**	December 13, 2019
Responsible Manager:	Mr. Julian Williams, Vice President of Compliance, Diversity and Ethics Ms. Rebecca Hartley, Assistant Vice President for Research Integrity and Assurance		

EXECUTIVE SUMMARY:

Background:

George Mason University's conflict of interests (COI) policies and procedures were initially established in 2005, with additional revisions through March 2018. University Policy (UP) 4001, *Conflict of Interests*, is the principal policy established to meet commonwealth and federal requirements that all employees fully disclose "Personal Interests" that may present a conflict of interest or commitment with their university responsibilities. Other university policies are incorporated by reference (e.g., UP 2227, *Outside Employment* and the Faculty Handbook), and supplemental policy and procedural documents (i.e., Public Health Service (PHS) appendices and UP 4001 procedures) are provided to further explain processes and expectations.

Beginning in August 2018, the university established a new annual process by which all employees will eventually disclose personal interests to the university. Management has implemented a phased-in approach for this process. Initially, only full-time, benefitted employees are required to annually (or as needed) disclose potential COI to management.

The university has determined certain activities or relationships by employees are not allowed, while others require disclosure and management, if needed. A summarization of these expectations are:

- Unallowable Activities:
  - Employees must disqualify themselves from involvement in a university transaction where they have a personal interest in the transaction; their interest must still be disclosed.
  - Acting as an immediate supervisor or exercising sole authority to supervise, evaluate or make personnel decisions regarding a person related to them by family or marriage or an individual sharing the same household.
  - Use of confidential information for their, or another individual's, personal gain.
  - Soliciting or accepting gifts while performing official duties that could reasonably influence their decisions.
- Activities Requiring Disclosure:
  - Any conflict of interests or commitment; including Significant Financial Interests (SFIs) (3% ownership or more than $5,000 in remuneration annually) in outside organizations (required disclosure for each externally funded research opportunity as well).

- Participation in procurement or employment (either of the employee or their family/household members) in an outside organization with which the university has a procurement relationship.
- A personal interest with the university in a contract, other than their employment contract

- Activities Requiring Waivers (and Management Plans, if deemed necessary):
  - Employment of immediate family or dependents.
  - Personal interest in contractual agreement with the university (other than their employment).
  - COIs due to SFIs related to institutional responsibilities for externally funded research.

COI disclosures are overseen by different groups, depending on the type of interest. Interests requiring disclosure as a result of commonwealth regulations (i.e., the State and Local Government Conflict of Interests Act and the Virginia Public Procurement Act) are administered by the Office of Compliance, Diversity, and Ethics (CDE). Research related disclosures required by federal regulations are administered by the Office of Research Integrity and Assurance (ORIA). Outside employment or consulting arrangements by administrative and professional faculty are overseen by Human Resources (HR). Other potential conflicts of interests are to be disclosed to local unit management (e.g., deans or directors) for administration and approval, if required. Local units have autonomy with regards to the form and formality of these disclosures. As a result of decentralized governance and oversight, responsibilities roll up under both the Academic Affairs and Administration and Finance organizations. COI disclosure reporting methods vary by the type of interest. Disclosures falling under the purview of CDE and ORIA are reported via the university's online COI Disclosure System. Others are reported offline in different formats to centralized functions (e.g., outside employment by administrative and professional faculty to HR) or within units (e.g., outside employment exceeding one day per week by faculty to deans).

Audit Conclusion:

In our view, Mason has established some of the policy and procedural elements for a comprehensive program to disclose interests which may be evaluated as potential conflicts of interest or commitment. Policies and processes have been designed and implemented to comply with regulations at the federal and commonwealth level, including granting waivers and establishing management plans where appropriate. However, we believe more must be done to ensure that management (i.e., deans, center directors, and administrative unit leaders) can fully assess potential employee conflicts of financial interests and outside commitments, evaluate associated risks, and manage them at an institutional level. Establishing and implementing robust policies and procedures to create an efficient disclosure and reporting process, supported by appropriate governance, oversight, and employee training will allow the university to meet expectations of a public university with very high research activity.

Office of University Audit

INTERNAL AUDIT REPORT

Report Title:	Drug and Alcohol Abuse Prevention Program	**Report Date:**	December 16, 2019
Responsible Manager:	Dr. Pamela Patterson, Associate Vice President, University Life Ms. Juliet Blank-Godlove Dean of Students, Dean of Students Office, University Life		

EXECUTIVE SUMMARY:

Background:

George Mason University serves its primary educational role for students while also seeking to advance student career readiness, develop civic learning and community engagement, promote global and multicultural competency, and support student health and well-being. To support student health and well-being, Mason strives to provide an environment that fosters a student community that supports integrity, safety, well-being, and behavior consistent with University policy. Drugs and alcohol present a risk to the safety and well-being of students and the community at large.

At Mason, many groups serve different roles in alcohol and other drug (AOD) education and prevention efforts designed to provide an environment where awareness, well-being, and safety of students and employees is prioritized and impacts of alcohol and/or drug use are identified and remediated appropriately. Given their varying efforts and contributions, University Life related groups were the focus for this audit including:

- Office of Student Conduct (OSC) - oversees and adjudicates non-academic disciplinary matters (i.e., potential violations of the Code of Student Conduct).
- Student Support and Advocacy Center (SSAC) - provides Mason students support services and assists them in understanding healthy life choices, offering educational programming, one-on-one consultations, and resources in several areas, including alcohol and drug use.
- Housing and Residence Life (HRL) - assists with AOD prevention activities in the on-campus, residential communities by providing a safe living environment for students in residential housing.

The university's standards regarding expectations for student conduct in relation to drugs and alcohol are outlined in several university policies including the University Alcohol Policy, University Drug Policy, Code of Student Conduct, and Resident Handbook.

Among other things, these policies prohibit alcohol use and/or possession by individuals who are under twenty-one, prohibit illegal drug use or possession, limit amounts of alcohol allowed for students twenty-one or older in their personal residence, limit areas where alcohol consumption is allowed, and provide for an adjudication process when policy is not followed. Where deviations from expectations are identified, professional staff use their experience, training, judgment, and understanding of each specific incident to determine appropriate adjudication and any resulting sanctions. Part of the judgment exercised includes whether law enforcement needs to be involved.

University infractions (including alcohol or drug violations) are not typically reported to law enforcement unless circumstances are atypical (e.g., staff do not feel safe, the individual is being uncooperative, the offense is unusually severe, etc.). These policies and processes support student (and employee) health and well-being, and are designed to ensure compliance with the Department of Education's Drug Free Schools and Communities Act (DFSCA), which requires: development and implementation of drug and alcohol abuse prevention programs (DAAPP); annual notification of the DAAPP to employees and students; and biennial review and reporting of the DAAPP.

Audit Conclusion:

In our view, Mason provides sufficient access to alcohol and drug related educational opportunities while also outlining clear expectations for student behavior related to activities involving alcohol or drugs and applying an adjudication process when expectations are not met. The university periodically, and proactively, revisits opportunities to improve current policies or processes and implements changes when appropriate (e.g., the Mason Homecoming and Tailgating Proposal). However, additional policy or procedural changes can be made to improve oversight of AOD activities and better inform students and parents or guardians which will further support student health and well-being and promote compliance with federal regulations (i.e., DFSCA).

SUMMARY OF AUDIT MEMOS:

Audit Memos are communications which provide assurance related to a narrow, targeted topic or provide interim updates on longer-term assurance activities.

Validation of Certain IT Security Self-Assessment Results – College of Science dated December 16, 2019

- Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

Enterprise Controlled Unclassified Information Environment-Assessment of Certain Control Requirements dated December 16, 2019

- Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

Assessment of Controlled Unclassified Information Project Intake Process Control Design dated December 16, 2019

- Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

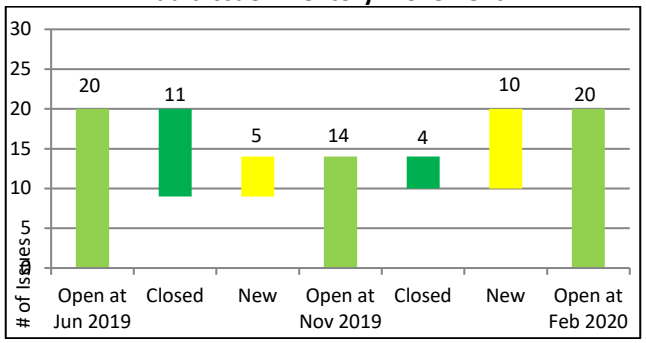
Noticing of December 6, 2019 Presidential Search Committee Meeting dated January 21, 2020

- Confirmed noticing of the subject meeting was incomplete due to administrative error as the responsible employee she did not fully appreciate that Presidential Search Committee meetings were meetings of a committee of the Board of Visitors and required such notice.
- In addition to steps already taken by management and the responsible employee to prevent future errors, recommended use of a checklist and creation of documentary records to evidence proper noticing of future meetings.

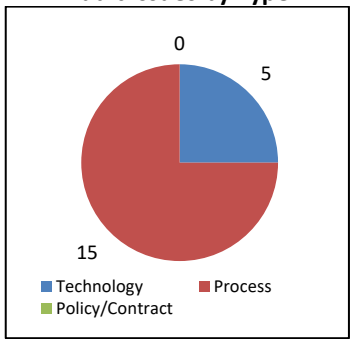
SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 10, 2020

There were 20 open audit issues as of February 10, 2020. Remediation of four audit issues was completed by management since November 2019.

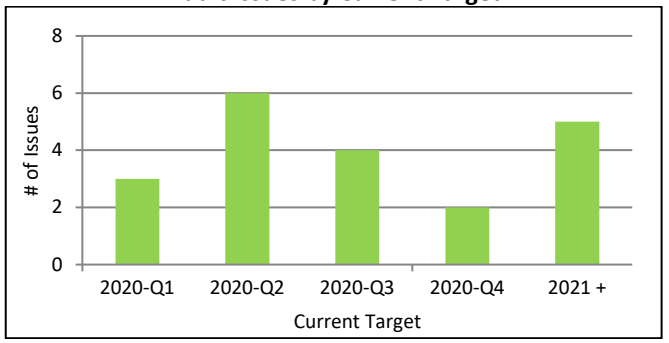
Audit Issue Inventory Movement



Audit Issues by Type



Audit Issues by Current Target



Audit Report	Report Date	Open at Jun 2019	New	Closed	Open at Nov 2019	New	Closed	Open at Feb 2020
Intercollegiate Athletics	2/10/20	0	-	-	0	2	-	2
Drug and Alcohol Abuse Prevention Program	12/16/19	0	-	-	0	4	-	4
Employee Disclosures and Evaluation of Personal Interests	12/13/19	0	-	-	0	4	-	4
Student Fiscal Services	7/19/19	0	3	(3)	0	-	-	0
Core Campus Construction Project: Payments and Change Orders	7/2/19	0	2	(2)	0	-	-	0
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives	4/15/19	1	-	-	1	-	-	1
Monitor Employee Card Access Security	12/13/18	1	-	(1)	0	-	-	0
DHS CINA Cooperative Agreement	10/30/18	2	-	(2)	0	-	-	0
Supplemental Payroll Payments	9/5/18	2	-	(1)	1	-	(1)	0
Office of the University Registrar	3/7/18	4	-	-	4	-	(2)	2
Use of Wiley edu Employees to Process Certain Registration Transactions	10/16/17	1	-	-	1	-	(1)	0
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
IT Governance and Project Prioritization	8/7/17	3	-	(2)	1	-	-	1
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	-	1
		20	5	(11)	14	10	(4)	20

STATUS OF AUDIT PLAN AS OF FEBRUARY 10, 2020

The 3+6 Audit Plan as of February 10, 2020 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	9 30 12 31 3 31 6 30
Aligned with University-Level Risk Areas		
Controlled Unclassified Information (CUI) Data and Security Environment	• Monitor management's project to establish IT environment for handling CUI data and ensure compliance with federal regulations. Validate selected areas once established.	
Information Security Program	• Monitor projects to further strengthen security of Mason's entire technology environment; assess security over highly privileged accounts.	
Data and Security Risk Assessment: Colleges – Validation Procedures	• Validate selected management assertions regarding information security risks in college-managed technology environments.	
Academic Innovation and New Ventures Initiatives	• Monitor development and implementation of major academic innovation and venture initiatives.	
Performance of Online Education Arrangements	• Assess performance of online education programs supported by arrangement with Wiley.	
Disclosure and Evaluation of Personal Interests	• Assess processes for ensuring outside activities, including financial interests, are disclosed and evaluated.	
Student Experience Redesign	• Monitor management's multi-year redesign and implementation of processes to improve the student lifecycle experience, including coaching and advisory delivery and deployment of constituent relationship management technology.	
Construction Payments and Change Orders	• Monitor and assess payments related to in-progress Core Campus construction projects.	
Additional Areas		
Drug and Alcohol Abuse Prevention	• Assess management's processes and programs to prevent drug and alcohol abuse.	
Gift Acceptance Processes	• Assess processes to implement 2019 policy revisions.	
Student Financial Aid	• Assess processes for awarding and administering financial aid for students.	
Processes for Handling Complaints of Discrimination	• Assess processes for handling complaints of discrimination.	
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.	
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.	

STATUS OF INVESTIGATIONS AS OF FEBRUARY 10, 2020

Three investigations were completed since the prior Committee meeting; they were isolated in nature with negligible impact to the University. Three investigations are in progress.

Nature of Allegation	Type	Status	Remarks
Alleged improper hiring process	Abuse	Completed	
Alleged favoritism in awarding of scholarship	Abuse	Completed	
Alleged employee non-performance, improper hiring, and potential conflict of interests	Waste	Completed	
Potential personal use of university credit card and other matters	Fraud	In Progress	
Alleged overpayment to wage employee	Waste	In Progress	
Alleged unreported personal time	Fraud	In Progress	

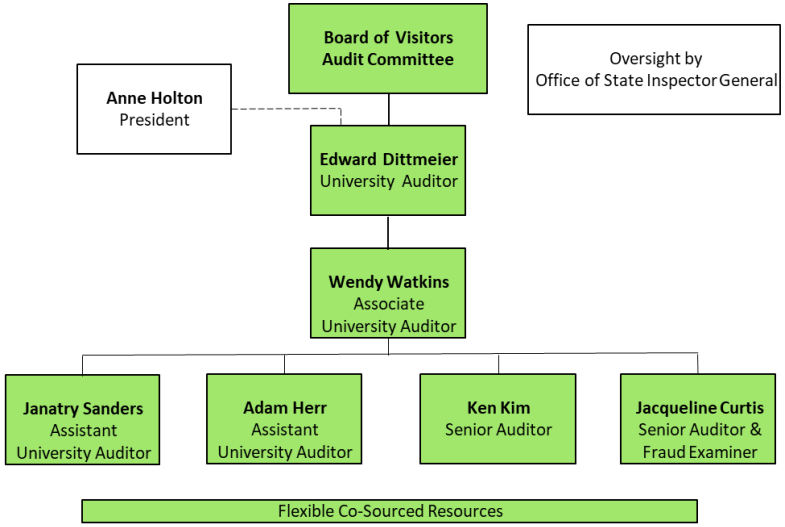
Summary of Types:

- Fraud = Intentional deception which could result in a benefit to the perpetrator, others, or the Commonwealth or could cause detriment to others or the Commonwealth. Fraud includes a false representation of a matter of fact, whether by words or by conduct, by false or misleading statements, or by concealment of that which should have been disclosed, which deceives or is intended to deceive. E.g., falsifying financial records to cover up theft.
- Waste = Careless expenditure, mismanagement, use, or squandering of Commonwealth resources to the actual or potential detriment of the Commonwealth. Includes unnecessary costs due to inefficient or ineffective practices, systems, or controls. E.g., unnecessary spending of state funds for no business purpose.
- Abuse = Excessive or improper use of something contrary to natural or legal rules for its use. Intentional destruction, diversion, manipulation, misapplication, mistreatment, or misuse of Commonwealth resources. Excessive use as to abuse one's position or authority. E.g., Use of state assets for non-state business.

STAFFING

The audit team remains stable with no changes since the prior Committee meeting. The appropriate level and mix of audit resources will be assessed in connection with the recommendations to integrate audit with structures for institutional compliance and enterprise risk management. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

Organization



Staffing

Core Audit Team	Plan	Actual a/o July 2019	Actual a/o Jan 2020
Audit Leadership	2	2	2
Auditors by Expertise:			
Operational Audit	2	1	1
IT Audit	1	1	2
Fraud Audit	1	1	1
Total Audit Professional Employees	6	5	6
Cosourced FTE* Supported by Permanent Budget	0.8		0.7
Total Audit Professionals Supported by Permanent Budget	6.8	5.0	6.7
Cosourced FTE* Supported by FY19 Temporary Budget	0.5		
Audit Professionals Supported by FY19 Budget	7.3	5.0	6.7

Note: * = Cosourced FTE are estimated based on actual hours provided by cosourced resources and a 1,500 hour/FTE rate.

APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 10, 2020

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	**Report Name:** Faculty Study Leave Programs **Report Date:** 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	**Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:** The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office should determine the best use of the centrally allocated study leave budgets, including potentially a permanent allocation to the academic units or another purpose considered more impactful to Mason's mission.	The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the new budget model for Indirects and determine if centrally supported awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives for FY2021 implementation.	3/31/20	3/31/20
2	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs:** Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.	University Life will review all options for informing students of DFSCA requirements and whether any additional disclosure for 2019 is required. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.	3/31/20	3/31/20
3	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19	**Ensure All Police Incidents are Included in PAVE System for Evaluation by the Office of Student Conduct (OSC):** GMU Police should refer all incidents involving alcohol or drug violations to the OSC. The OSC should review	The Office of Student Conduct meets weekly with GMU Police regarding student incidents. Going forward, once each quarter, they will meet to formally review GMU's Daily Crime and Fire Logs to ensure all identified incidents have been	3/31/20	3/31/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Rose Pascarell, Vice President, University Life	police logs and ensure that all violations, including those for alcohol and/or drugs, which may indicate a violation of the Code of Student Conduct are reviewed by the university and managed appropriately.	managed properly. Any incidents not transitioned to PAVE will be supported by documented notations. Formal documentation will be kept consistent with the university records management policies.		
4	**Report Name:** Spending of Funding Budgeted for Strategic Initiatives and Institutional Reserves **Report Date:** 4/15/19 **Management:** Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting	**Develop an Effective Process to Track Actual Spending of Distributed Budgeted Funds:** The Office of Budget & Planning should establish a process to track actual spending of resources budgeted for strategic initiatives or institutional reserves to ensure funds are used as intended.	The university is conducting initiatives to enhance the budget and planning governance structure to ensure continued alignment with Mason's strategic plan and the annual budget development process. A process has been established requiring recipients of budgeted funds, including those related to strategic initiatives, to provide the Office of Strategic Budget & Planning a report on the use of those funds. Full implementation is expected by April 1, 2020.	6/1/19	4/1/20
5	**Report Name:** Office of the University Registrar **Report Date:** 3/7/18 **Management:** Michelle Marks, Vice President for Academic Innovation and New Ventures, Office of the Provost	**Implement Banner Transactional and Activity Logging:** Mason's ability to monitor transactional data and log activity of staff and third party vendors at various levels within Banner is limited. OUR management identified areas where limited or no monitoring exists due to a lack of transactional and activity history, including: student attributes; registration permits and overrides; student holds; academic standing; visa status; segregation of duties or unauthorized transactions; grading activity; and the Banner tables that control the majority of student data where an erroneous or unapproved change can have a significant impact.	The OUR monitors select transactions captured in Banner (e.g., consortium grades, grade changes and substitution/waivers). Following significant exploration of various technical solutions including an "audit vault," the use of Splunk, additional MicroStrategy reports, etc., the OUR has determined that it is currently not possible, using current technology, to report on data elements that are not logged by the ERP system related to specified transactions. OUR and ITS management will continue to search for additional potential solutions and provide an update by April 2020.	10/31/18	4/30/20
6	**Report Name:** Enterprise Project Management Framework and System **Report Date:** 3/28/13	**Metrics Based Project Management:** A cost estimation and tracking mechanism is not in place to determine and track time and costs to complete IT projects. Such a mechanism can support improved comparative analysis, decision making about future projects, and project monitoring and control.	The Chief Information Officer has undertaken several initiatives to re-examine, and potentially re-design, ITS business and operating processes, including those related to prioritizing and managing IT development projects. As part of this, a holistic, prioritized approach to enhancing ITS effectiveness in delivering technology services is being developed. Metrics-based	9/30/13	6/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Charles Spann, Executive Director, Information Technology Services		project tracking will be considered and prioritized in this context; such prioritization is expected by June 2020.		
7	**Report Name:** Administrative Management of Sponsored Programs **Report Date:** 10/11/17 **Management:** Deborah Crawford, Vice President of Research, Office of the Provost	**Plan for Scalable Research Administration to Enable Future Growth in Research:** In our view, Mason's current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~$150 million, might require an additional $2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including: • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason's strategic plans and goals. • Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency. • Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. • Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees.	Management has an effort underway to acquire a technology suite to automate certain processing and control of research administration activities and to redesign related processes to ensure effectiveness and achieve efficiencies. This is likely to be a multi-year effort with the first (June 2020) milestone being the process for procuring of the technology and initiating an engagement to assess related business processes.	7/1/18	6/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
8	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Establish a Governance Body and Program Objectives for Alcohol and Other Drug Prevention Activities:** Establish a governance body for all alcohol and other drug related activities to provide unified program alignment and oversight, and establish strategic and operational goals for the program and ways to monitor progress against identified goals (e.g., key performance indicators, management reporting, etc.). Once program governance, objectives, oversight, and methods of evaluating program effectiveness are adopted, these should be incorporated into biennial reporting efforts.	University Life will establish a standing committee to oversee alcohol and drug related activities on an ongoing basis. Among other things, the committee will regularly coordinate programmatic efforts and identify program objectives, determine appropriate ways to monitoring performance against established objectives, and establish regimens for committee oversight. Performance and program reviews (including potential adjustments to policies or procedures, etc.) will be formally evaluated, at a minimum, annually. The biennial report will be updated to include the aforementioned program changes	6/30/20	6/30/20
9	**Report Name:** Drug and Alcohol Abuse Prevention Program **Report Date:** 12/16/19 **Management:** Rose Pascarell, Vice President, University Life	**Evaluate Mandatory Awareness Training and Parental Notifications:** Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).	University Life, along with other university peer groups, will assess the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Based on determinations made by broader university management, University Life will develop a plan to implement recommendations.	6/30/20	6/30/20
10	**Report Name:** Faculty Study Leave Programs **Report Date:** 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	**Utilize the Banner System and Banner Workflows to Improve Process Efficiencies:** The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.	7/15/20	7/15/20
11	**Report Name:** Faculty Study Leave Programs	**Enhance Faculty Study Leave Processes and Procedures:**	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets	7/15/20	7/15/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Report Date: 4/18/19 **Management:** Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.	Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.		
12	**Report Name:** Intercollegiate Athletics **Report Date:** 11/14/18 **Management:** Brad Edwards, Assistant Vice President and Director of Intercollegiate Athletics	**Evaluate Financial Aid Award Statement Distribution Process** Student-athlete financial aid awards are approved by Athletics personnel and the university's Financial Aid Office. Financial aid award statements, signed by both Athletics and Financial Aid Office personnel, are sent to student-athletes by Athletics personnel, rather than by the Financial Aid Office. While the NCAA does not prohibit Athletics from sending financial aid award statements, leading practice is to centralize the sending and retention of statements to enhance segregation of duties and record retention. Athletics and the Financial Aid Office were unable to locate the financial aid award statement for one of the 25 student-athletes sampled.	Management previously reported that this issue had been remediated. However, after a change in Athletics Compliance leadership, management determined additional actions were needed to implement appropriate remediation. Management will engage experts to review the university's financial aid for student-athletes processes and procedures to identify areas that require remediation. These reviews will be complete by July 1, 2020 and remediation efforts are expected to be completed by August 2020.	6/30/19	8/30/20
13	**Report Name:** Intercollegiate Athletics **Report Date:** 11/14/18 **Management:** Brad Edwards, Assistant Vice President and Director of Intercollegiate Athletics	**Strengthen Process for Categorizing Countability of Financial Aid** During the 2016-17 academic year, the University distributed athletic financial aid to ~350 (75%) student-athletes, totaling over $5.6 million. Among other things, NCAA Bylaws limit financial aid available to be provided to student-athletes through specific limits by sport. The Bylaws also require that any aid received from the institution must be considered countable aid on squad lists, unless the aid meets certain exception criteria. During the 2016-2017 academic year, Mason Out of State grant financial aid was categorized as countable aid for some student-athletes and as non-countable aid for other student-athletes. Mason's Financial Aid Office confirmed that such aid should be categorized as countable aid, as it represents institutional aid. Categorizing countable aid as non-countable aid impacts	Management previously reported that this issue had been remediated. However, after a change in Athletics Compliance leadership, management determined additional actions were needed to implement appropriate remediation. Management will engage experts to review the university's financial aid for student-athletes processes and procedures to identify areas that require remediation. These reviews will be complete by July 1, 2020 and remediation efforts are expected to be completed by August 2020.	6/30/20	8/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		the ability to monitor compliance with specific limits by sport. We identified two student-athletes where Mason Out of State grant financial aid was erroneously categorized as non-countable; in each case, the specific count limit for the sport had not been exceeded. Management should strengthen processes to ensure that aid is categorized correctly and that specific limits by sport are not exceeded.			
14	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Julian Williams, Vice President of Compliance, Diversity and Ethics (CDE)	**Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:** Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.	Compliance, Diversity, and Ethics (CDE) will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. CDE will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.	11/30/20	11/30/20
15	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Julian Williams, Vice President of Compliance, Diversity and Ethics (CDE)	**Evaluate Governance and Reporting Design Improvements for COI and COC:** Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.	CDE will facilitate an evaluation of potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Review and monitoring processes will be established in line with overall disclosure processes.	11/30/20	11/30/20

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
16	**Report Name:** Office of the University Registrar **Report Date:** 3/7/18 **Management:** Michelle Marks, Vice President for Academic Innovation and New Ventures, Office of the Provost	**Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements:** Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.	The Chief Information Officer has paused additional development within Salesforce as a more comprehensive review is undertaken by ITS and overall activities are prioritized. As a result, the OUR has not transitioned any forms to Salesforce at this time. As this analysis is completed, OUR is also considering using Ellucian Workflow to develop improved forms oversight. The implementation target of January 2021 is dependent on decisions regarding the technology solutions being made in 1Q2020.	8/31/18	1/15/21
17	**Report Name:** IT Governance and Project Prioritization **Report Date:** 8/7/17 **Management:** Kevin Borek, Vice President/Chief Information Officer, Information Technology Services	**Improve Governance of University IT Projects:** The university has several processes for evaluating and prioritizing IT projects for development. • Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels. • Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. • Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments.	As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented. Formal procedures to document Maintenance and Mandate prioritization efforts were implemented in March 2018. The university's current IT governance structure is under review. While IT governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort.	6/30/19	6/30/21

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.			
18	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Julian Williams, Vice President of Compliance, Diversity and Ethics (CDE)	**Implement a Monitoring Program for Employee Disclosures:** Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.	CDE, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.	11/30/21	11/30/21
19	**Report Name:** Employee Disclosures and Evaluation of Personal Interests **Report Date:** 12/13/19 **Management:** Julian Williams, Vice President of Compliance, Diversity and Ethics (CDE)	**Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:** Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.	CDE and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.	11/30/21	11/30/21
20	**Report Name:** Information Security Management: Boundary Protection **Report Date:** 9/09/13	**Review Firewall Configurations:** Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.	After several attempts to appropriately structure and remediate firewall configuration management processes, a plan to implement and manage the firewall policies was established in December 2018; implementation of the first phase to move Banner behind the new firewalls was completed in September 2019. This first phase was used to	1/31/14	1/15/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Kevin Borek, Vice President/Chief Information Officer, Information Technology Services		plan migration of all remaining university servers; this is an ongoing effort that is projected to be completed by December 2021.		

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Research Committee Meeting
February 27, 2020
Merten Hall 1204

AGENDA

I. Call to Order

II. Approval of Minutes **(ACTION ITEM)**

A. Meeting minutes for December 12, 2019

III. Research, Innovation, and Economic Impact Update, Dr. Deborah Crawford

IV. Faculty Research Highlight, Professor Elise Miller-Hooks: An Expanding Global Maritime Network, its Artic Impacts & Reverberations

V. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting

MINUTES
Thursday, December 12, 2019
Merten Hall 1204

Present: Vice President for Research Deborah Crawford; Chairman Horace Blackman; Visitor Edward Rice and Bob Witeck; Faculty Senate Chair: Shannon Davis; Faculty Representatives: Bijan Jabbari and Andrew Novack; Student Representatives: Natalie Glebvaks and Camden Layton

Absent: Rector Tom Davis; Visitors Nancy Prowitt, Wendy Marquez, and Anjan Chimaladinne

I. Meeting was called to order by Chairman Horace Blackman at 11:15 am.

II. **Approval of Minutes** (**ACTION ITEM)**
Approval of the October 10, 2019 meeting minutes was motioned by Visitor Witeck, seconded by Visitor Rice, unanimously approved.

III. **New Business**

a. **Vice President's Update**
Deborah Crawford – Vice President for Research, Innovation & Economic Impact
Dr. Crawford framed the conversation for the meeting and provided several updates on current Research from around the university:

- Sponsored project expenditures continue to track at 15% over last year's performance – we expect to have another record year of research expenditures in 2020. The dollar value of proposals submitted are up just over 3% and the number of proposals submitted are up about 2%. We are beginning to see some plateauing of our research expenditures on the horizon.
- Two faculty highlights: Cynthia Lum, from CLS department, was recognized this week as a SCHEV Outstanding Faculty member. This award recognizes faculty at Virginia's institutions of higher learning who exemplify the highest standards of teaching, scholarship and service. Cinthia's award was in evidence-based crime policy and she is the university's 23rd faculty member to receive the honor since the award's inception in 1987. John Dale, an Associate Professor of Sociology, competed in an international competition to win a nine-month fellowship with the Wilson Center's International Fellowship program, focusing on his project, "Outsmarting Ourselves? The Digital Transformation of Human Rights." John joins sixteen other members of the 2019-20 fellowship class, which includes fellows from the United States, Australia, Canada, France, the United Kingdom, and Venezuela. John's research considers the implications of the intersection of the digital transformation of

human rights science with the adoption of social entrepreneurship models for solving social problems.

b. **Presentation**

Dr. Shobita Satyapal - Professor in Physics and Astronomy

Shotabita' research centers on understanding the connection between the growth and evolution of supermassive black holes and the host galaxies in which they reside. This year, she and her team made news headlines with their discover of a rare trio of three supermassive black holes in a system of three merging galaxies a billion light-years away. Professor Satyapal is the recipient of numerous awards including NSF's Presidential Early Career Award.

IV. **Adjournment**

Chairman Blackman asked if there was any additional business to be discussed. There was no additional business and Chairman Blackman asked for a motion for adjournment. Motion for adjournment was made by Visitor Witeck, seconded by Visitor Rice, and with no objections, the meeting was adjourned at 12:06 pm.

Respectfully submitted,

Heather A. Arold
Research Committee Secretary Pro Tem

An Expanding Global Maritime Network, its Arctic Impacts and Reverberations

Professor Elise Miller-Hooks
Bill & Eleanor Hazel Chair in Infrastructure Engineering
George Mason University
civil.gmu.edu/miller

GMU Board of Visitors Meeting
February 27, 2020

NSF NNA Track 1: An Expanding Global Maritime Network, its Arctic Impacts and Reverberations

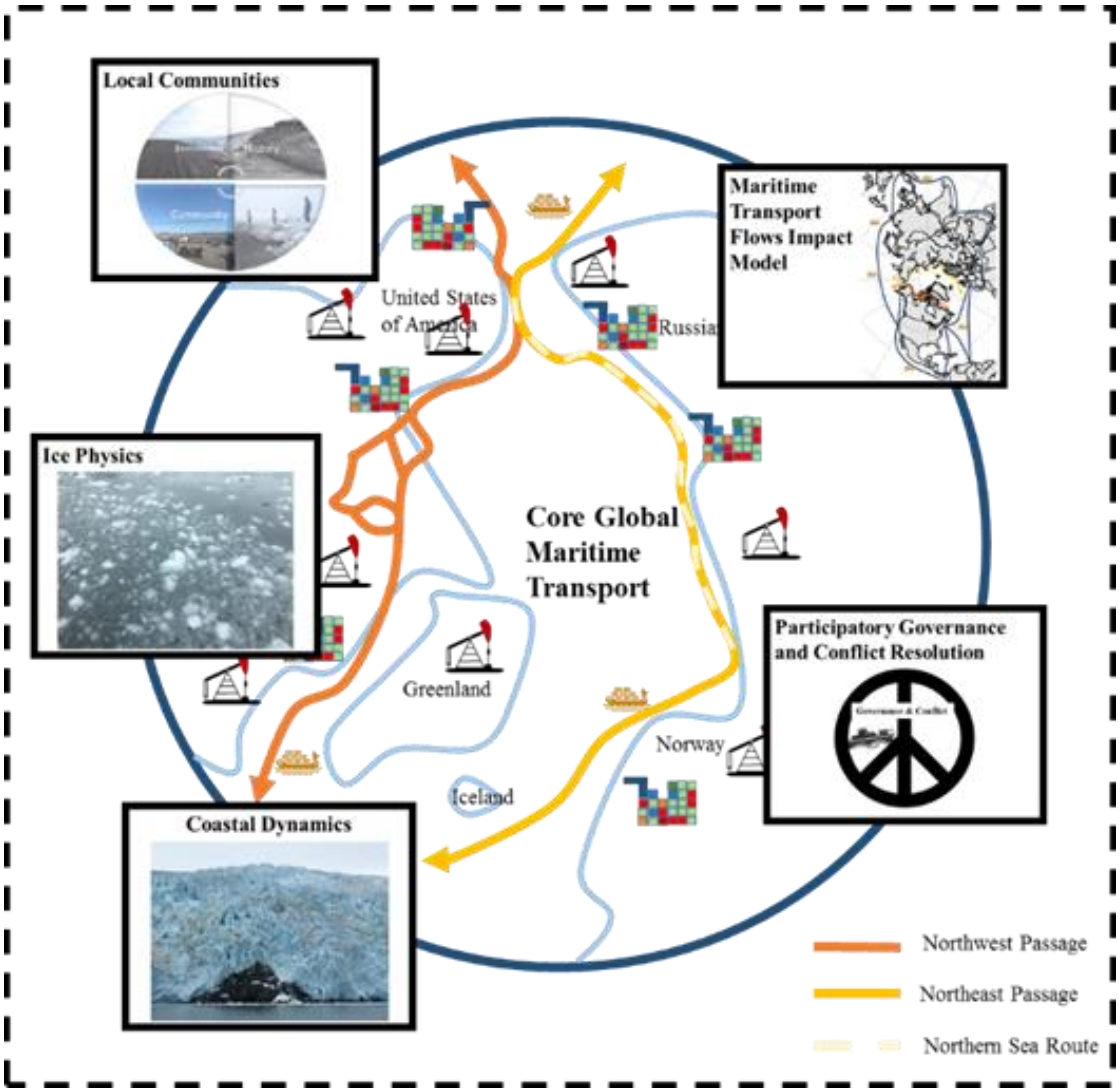
The Team

- George Mason University
  - ✓Elise Miller-Hooks, Global transportation models & algorithms, PI
  - ✓Celso Ferreira, Coastal dynamics, Co-PI
  - ✓Sara Cobb, Conflict and governance, Co-PI
- University of Alaska - Anchorage
  - ✓Thomas Ravens, Structures & ice forecasting, Co-PI
- ARIES - Nonprofit
  - ✓Anne Garland, Anthropology & ecology, Co-PI
- University of Washington
  - ✓Jinlun Zhang, Ice projects & oceanography, Senior investigator
- Maine Maritime Academy
  - ✓Captain Ralph Pundt, Polar navigator & polar transit, consultant

Motivation

- With Arctic thawing:
  - ✓New opportunities for resource exploration
  - ✓New routes to support global trade
- Leads to:
  - ✓Increased passage of commodities through Arctic region
  - ✓Industrialization of Arctic
  - ✓Impacts reverberate globally
    - Shipping flows
    - Sourcing of resources
    - Supply chains

Five Key Thrusts



Thrust 1
Flows

Thrust 2
Ice

Thrust 3
Coastal Dynamics

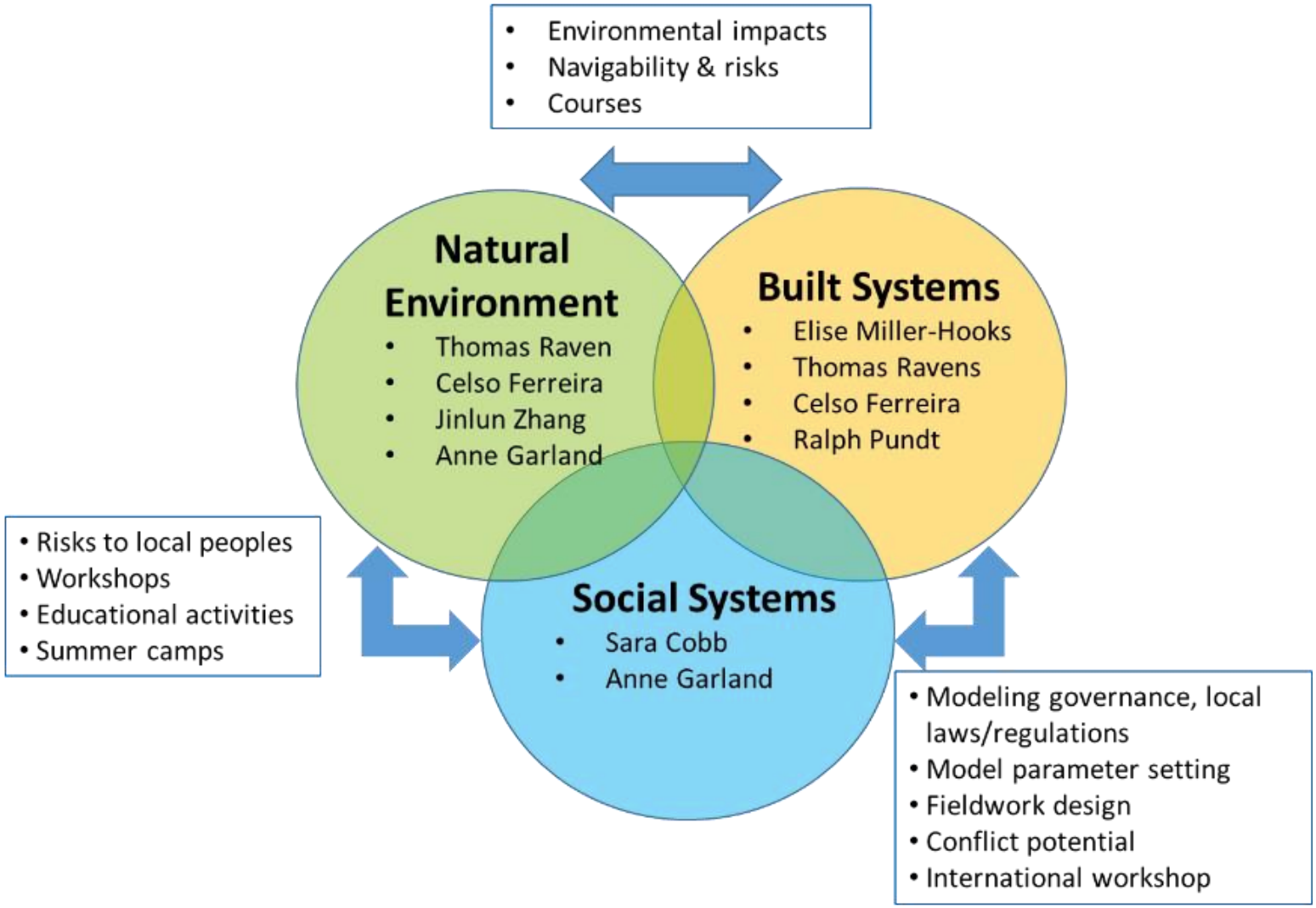
Thrust 4
Communities

Thrust 5
Governance

- Geopolitical concerns
- Participatory/ collaborative
- Conflict early warning
- Conflict resolution
- Policies, incentives, protections, rules,…
- Arctic Council, UNCLOS
- Deliberative decision-making
- Resilience indicators
- Associational ties

Disciplinary Integration

Convergent approach



Overarching Goals

- Create capabilities in:
  - ✓Mathematical modeling
  - ✓Geophysics
  - ✓Computational and social-systems

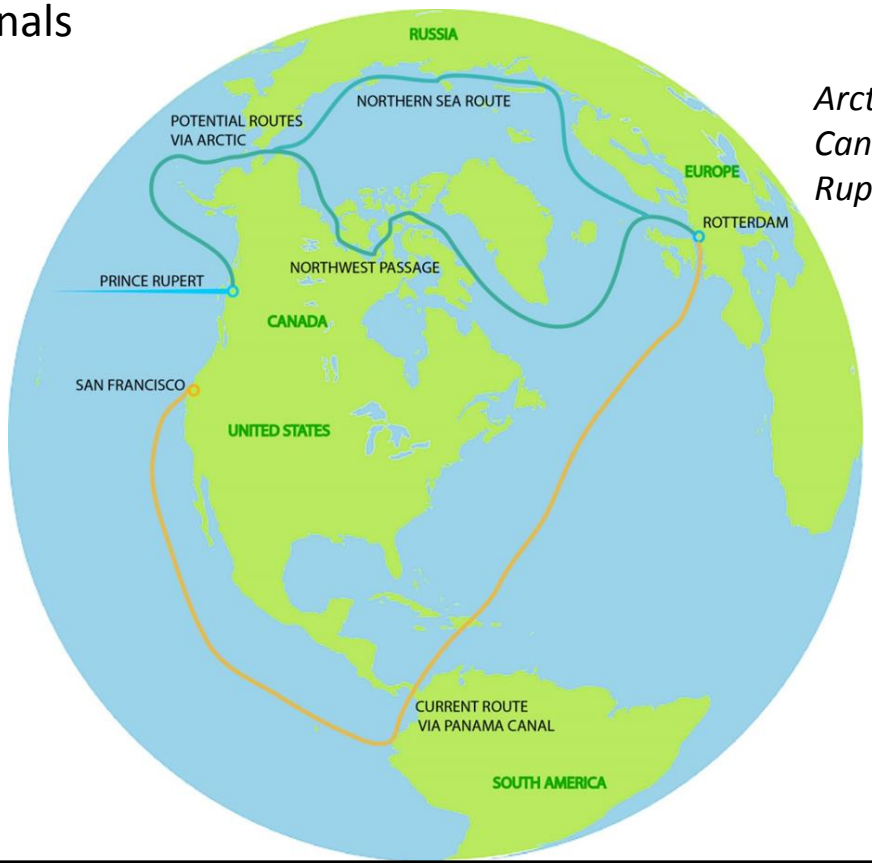
  needed to understand how a changing Arctic will affect world trade flows, supply chains and risks to the Arctic's natural and social ecosystems and governance

- Mason's video

https://www.dropbox.com/s/i423bp6r4lr3a4z/Arctic_Web%20No%20Captions.mp4?dl=0

Shorter Distances

- New opportunities as Arctic thaws
  - ✓Shorter distances/travel times through Arctic routes
    - ❖Especially Europe – Asia routes with potential 24 - 40% savings in travel time:
      - Northern Sea Route (NSR) vs. routes using the Suez and Panama Canals

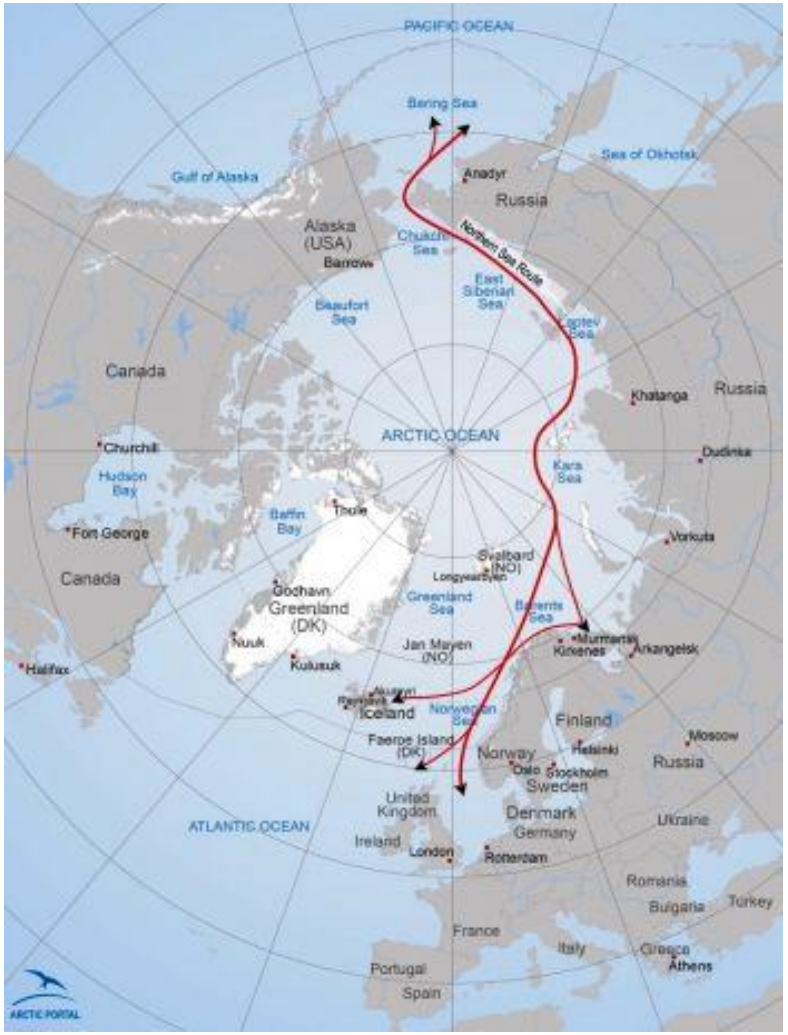


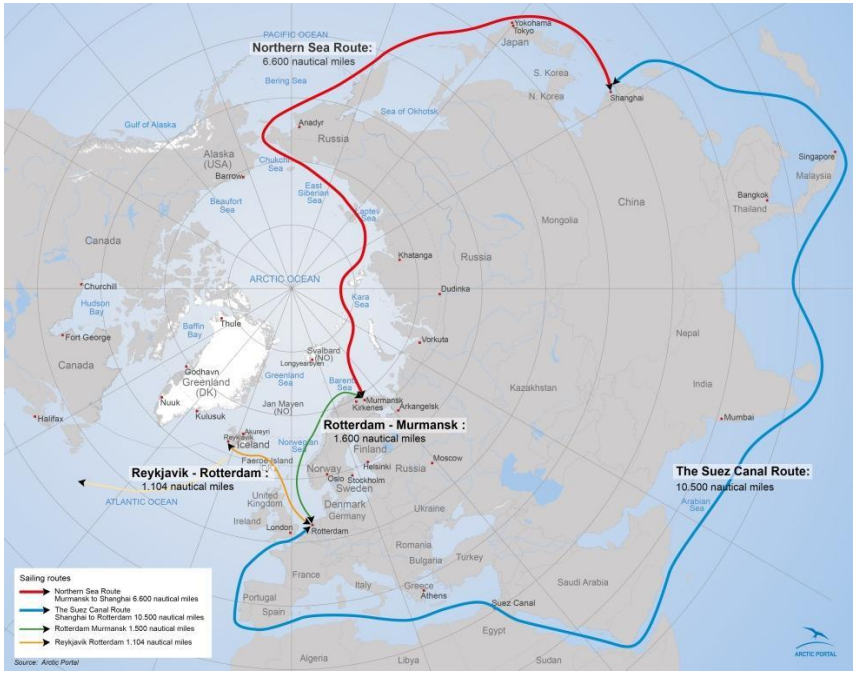
Arctic Passages vs Panama Canal Route, City of Prince Rupert (princerupert.ca)

Northwest Passage Closeup

Britannica.com

Northern Sea Route Passage



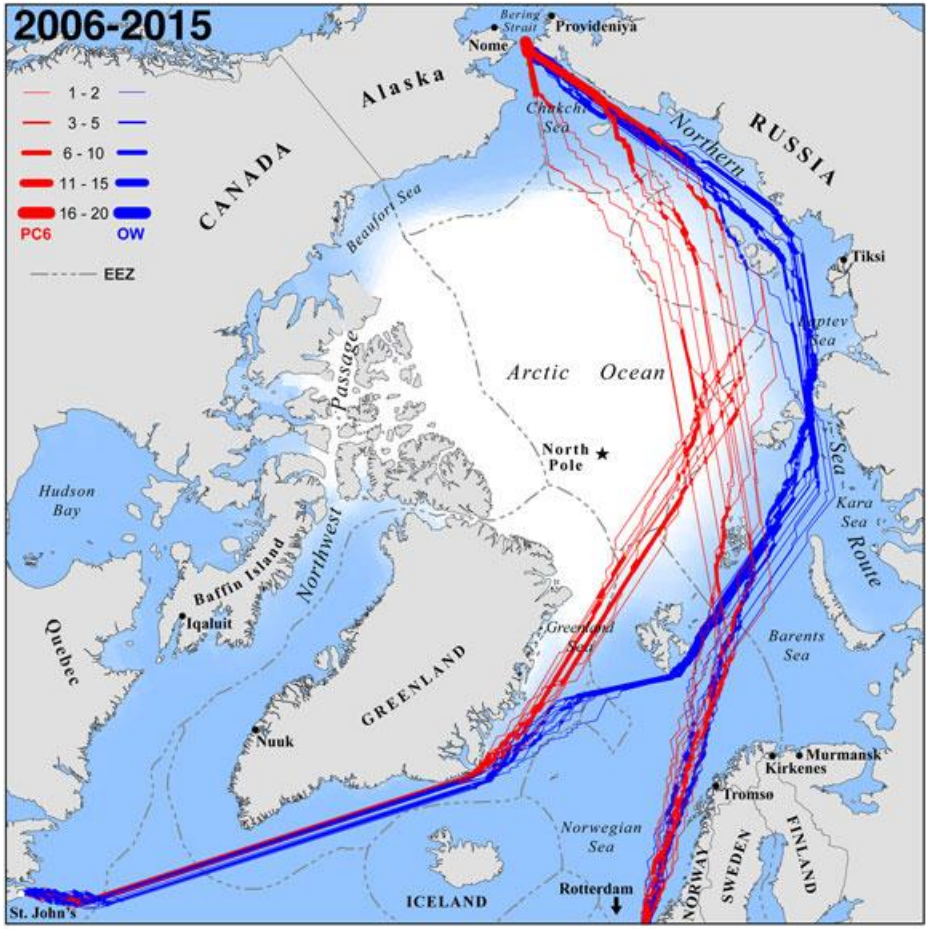


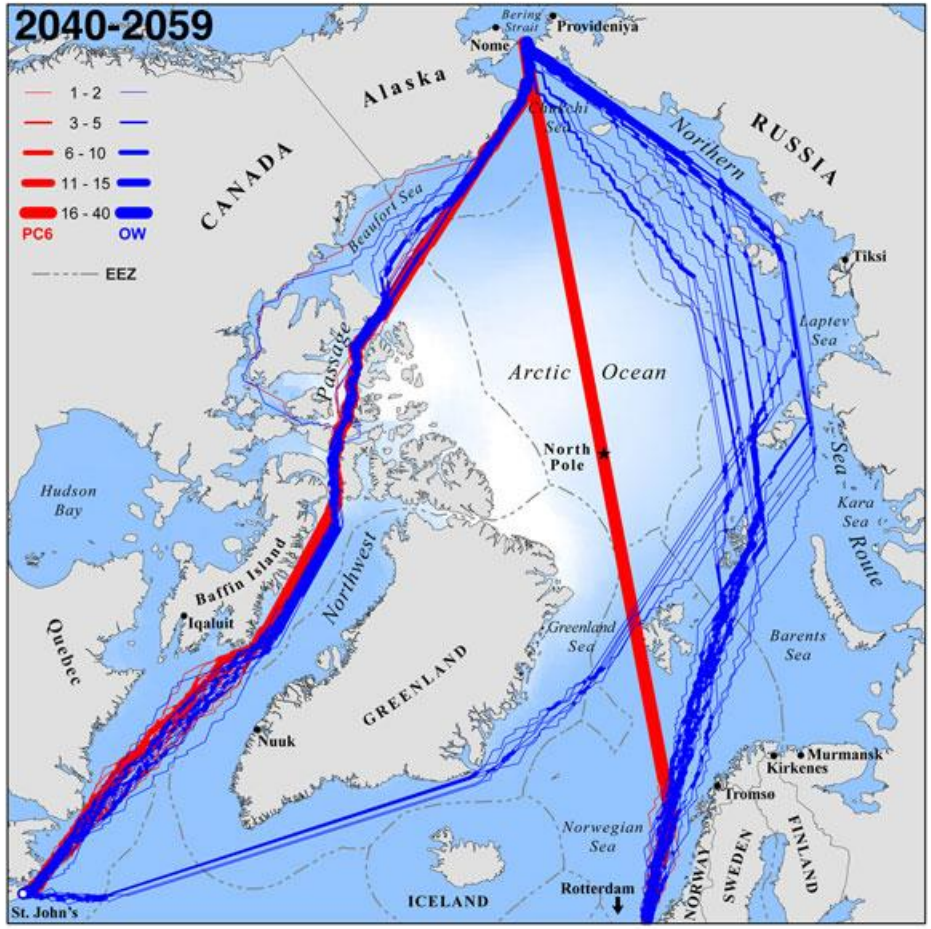
Sailing routes
Northern Sea Route
Murmansk to Shanghai 6.600 nautical miles
The Suez Canal Route
Shanghai to Rotterdam 10.500 nautical miles
Rotterdam Murmansk 1.500 nautical miles
Reykjavik Rotterdam 1.104 nautical miles
Source: Arctic Portal

Map: Arctic Portal, info@arcticportal.org designed by Teikn Design

Northwest, Northeast & Transpolar Routes

Arctic Shipping in the Future

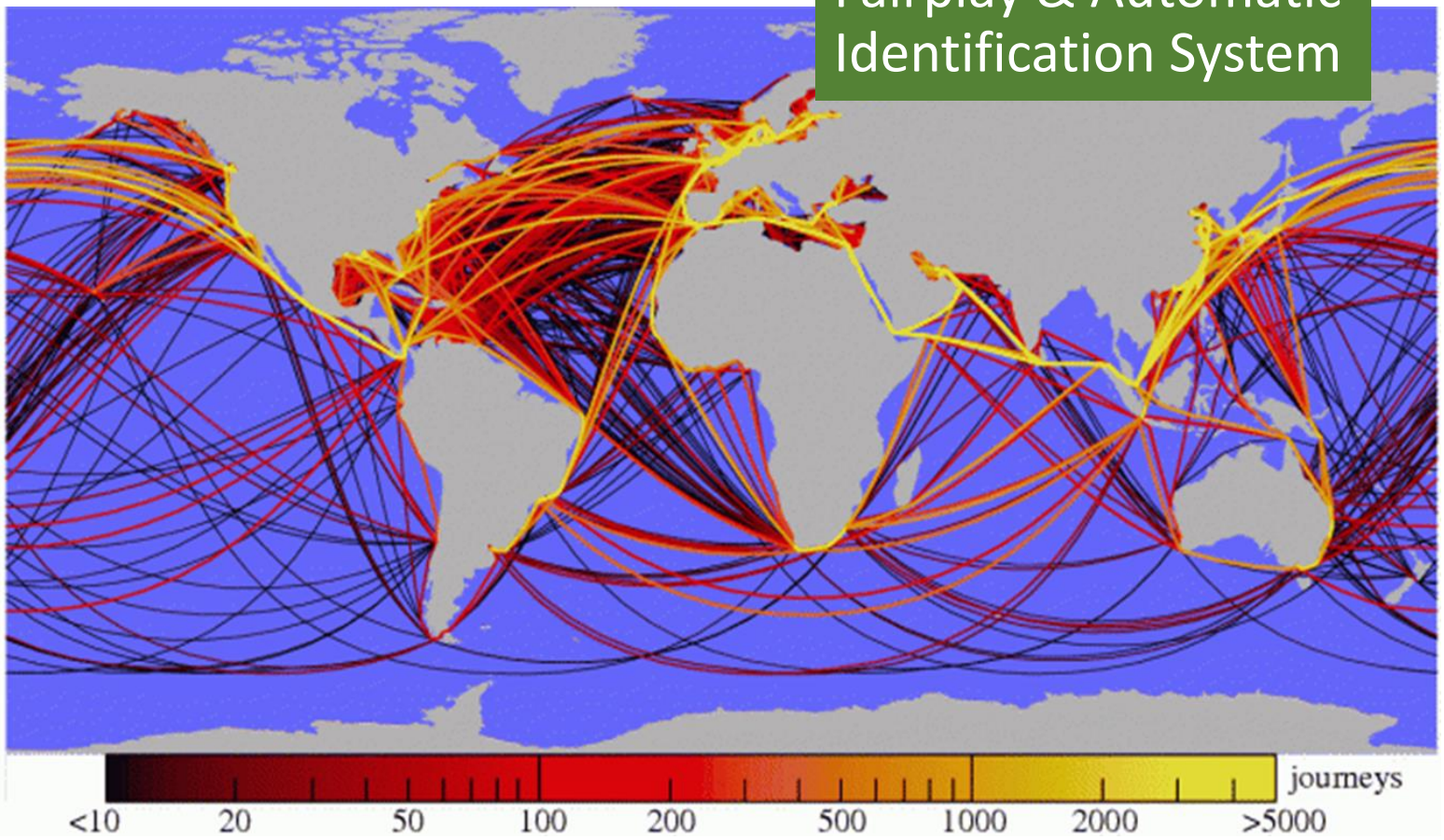




- *Draxler, 2013 "Look at This: Map of Future Arctic Shipping Routes" 80beats*

A Year of Global Shipping Mapped by GPS: Wired (2018)

16,693 cargo ships from Lloyd's Register Fairplay & Automatic Identification System



A year of global shipping routes mapped by GPS, Wired (2018) → to appear in Journal of the Royal Society: Interface

Risks

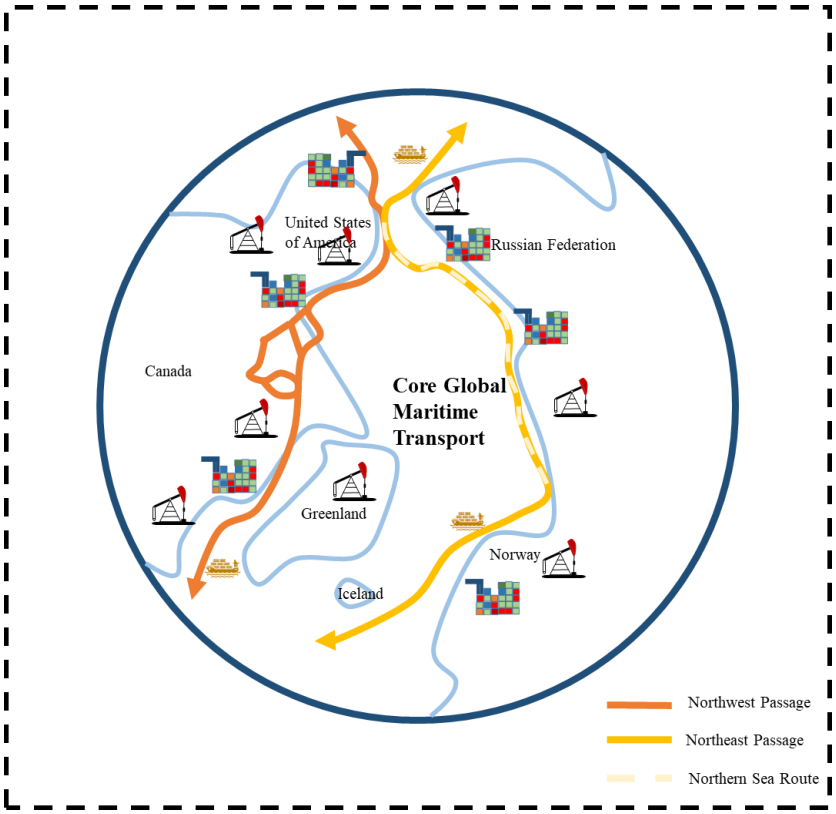
Collisions of vessels with waves produces spray that freezes on topsides of vessels reducing vessel stability and complicates vessel operation

Larger waves in Arctic Ocean due to reduced sea ice increases risk of vessel icing

- ✓Ice (large sea-ice fraction, icebergs, free-floating ice, ice thickness)
- ✓Visibility (lack of daylight, fog)
- ✓Bathymetry
- ✓Severe weather
  - high winds, heavy snow
  - very cold temperatures - ice accumulation on ships and prevent equipment from functioning
- ✓Lack of information

Arctic's extreme weather conditions impact shipping safety and port operations

Comparing Costs



- ✓Transit fees/tariffs
- ✓Crew
- ✓Capital
- ✓Maintenance
- ✓Number of sailing days
- ✓Fuel consumption rates & price
- ✓Hull & machinery insurance premiums
  - Depends on:

    SAR availability, proximity of ice breakers/ports, crew experience, ship's ice class

Needs to Enable Arctic Passage

- Needed to improve Arctic-route competitiveness:
  - ✓ Expensive, scarce specialized vessels/equipment (ice breakers)
  - ✓ Specially trained crews
  - ✓ Communications channels
  - ✓ Detailed charting
  - ✓ Supporting infrast. & services, fueling stations
  - ✓ SAR w/ hazmat response
  - ✓ Medical help
  - ✓ Deep-vessel ports
  - ✓ Inland roadways
  - ✓ Vessel repair/maintenance
  - ✓ Trained Arctic mariners
  - ✓ Improved meteorological forecasting/monitoring
  - ✓ Improved oceanographic/ice condition monitoring
  - ✓ New ship technologies
  - ✓ Governance and regulatory frameworks

Thrust 1
Flows

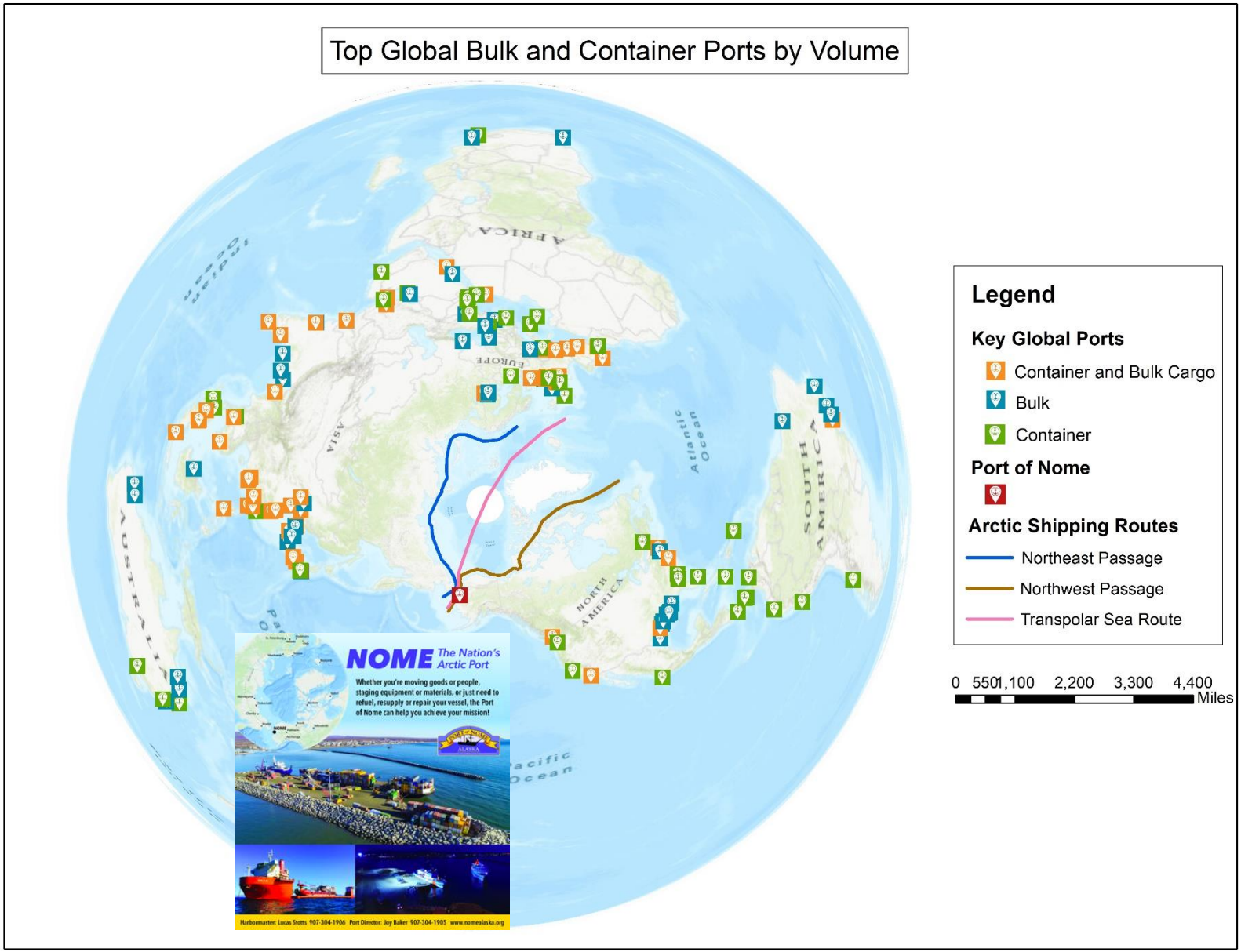
- Global competition
- Descriptive/normative
- Integrative maritime flows impact model
  - Travel costs, risks or times/distances
  - Special requirements
  - Multi-stakeholder
- Uncertainties, reliability
- Scalable algorithms
- Supply chain shifts
- Scenarios & evaluation

Maritime Flows

The Global Maritime Transport Flows Impact Model

- Mathematical framework and model development
  - ✓Demand–supply interactions arising in global, competitive environment
  - ✓Multiple objectives and stakeholders
  - ✓Risks/uncertainties
  - ✓Incorporate effects of regulations/policies
- Need to develop mathematical conceptualization, specific models, scalable solution methods
  - ✓Objectives: government (social welfare), military (protection/security), private (for profit)
  - ✓Outcomes:
    - Predict market share (port, route, mode) & transport flows
    - Suggest stakeholder actions
    - Imagine strategies for improving one's position

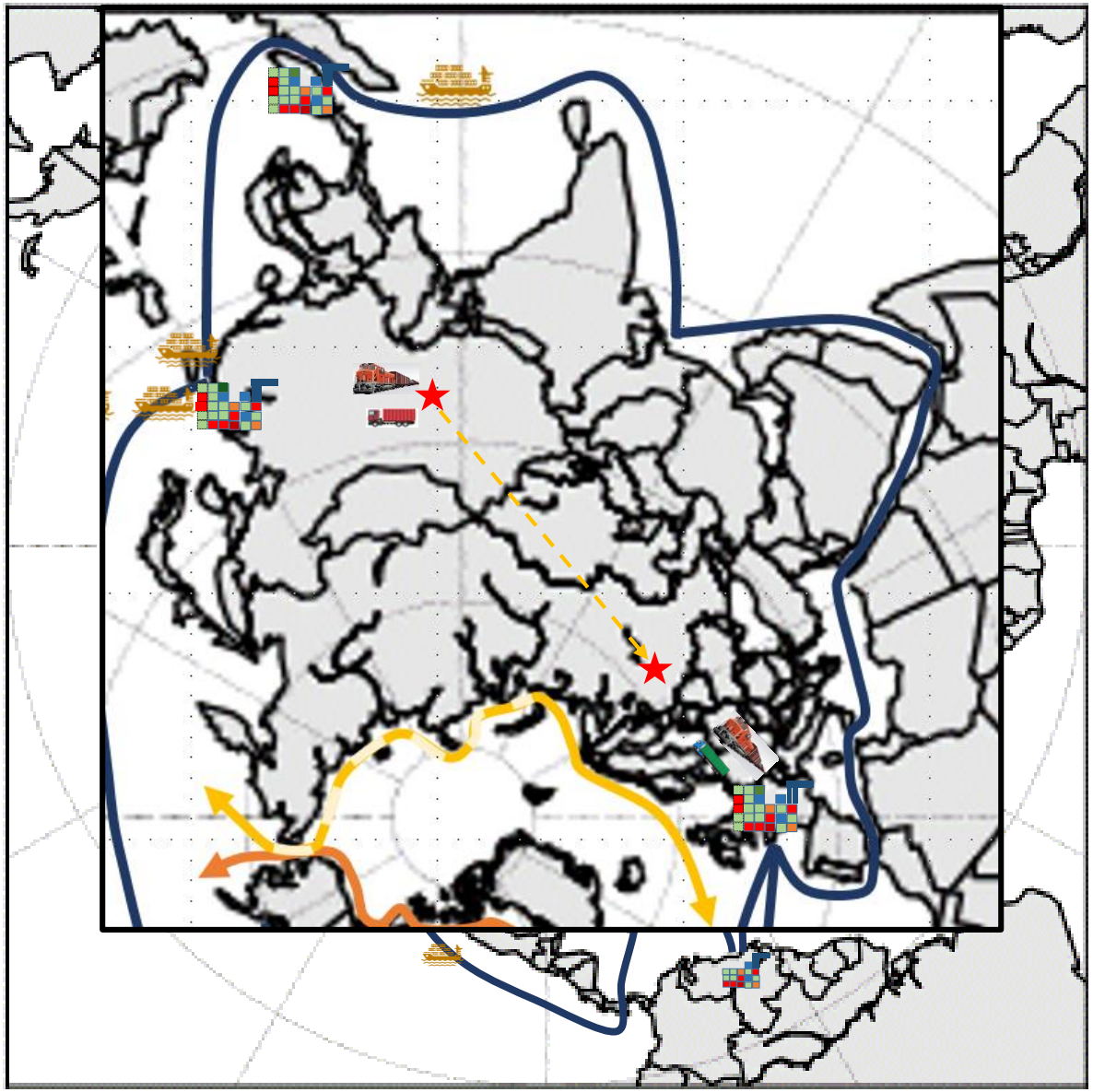
Modeling the Ports


Top Global Bulk and Container Ports by Volume
Legend
Key Global Ports
Container and Bulk Cargo
Bulk
Container
Port of Nome
Arctic Shipping Routes
Northeast Passage
Northwest Passage
Transpolar Sea Route
0 550 1,100 2,200 3,300 4,400
Miles
NOME The Nation's Arctic Port
Whether you're moving goods or people, staging equipment or materials, or just need to refuel, resupply or repair your vessel, the Port of Nome can help you achieve your mission!
Harbormaster: Lucas Stotts 907-304-1906 Port Director: Joy Baker 907-304-1905 www.nomealaska.org

Super Network & Flows

Optimal network flow modeling

- ✓ Seaborne trade pairs
- ✓ Ports
- ✓ Trade routes and legs
- ✓ Ocean carriers and vessels
- ✓ Super-network, including maritime network, inland networks (virtual railways and virtual roadways), and Arctic routes



Global Bulk & Container Flow Modeling

Base model

Objective function	
Minimize shipping cost, including generalized voyaging cost at sea, handling cost at seaports	(1)
Constraints	
Largest cargo ship size that can be handled at seaports	(2)
Route capacity served by vessels	(3)
	(4)
Flow balance	(5)
Port capacity	(6)
Non-negativity, integrality	(7)

Key Decision Variables

Initially – a *deterministic mixed-integer, linear model*

$y_{\phi}^{v}(i,j,d)$	Leg	Units of **leg flows** $(i,j) \in L(\Phi)$ using vessel type v en route to destination d, $v \in V$, $d \in D$
f_{ϕ}^{v}	Route	**Number of transits** on route $\phi \in \Phi$ using vessel type v, $v \in V$

Thrust 2
Ice

- Forecasting conditions
  - Ice physics
    - Sea ice thickness
    - Ice concentrations
    - Effects on shipping
  - High resolution
- Meteorology
  - Storm surges
  - Cold temperatures
  - Hydrodynamic modeling
- Risk for vessel icing

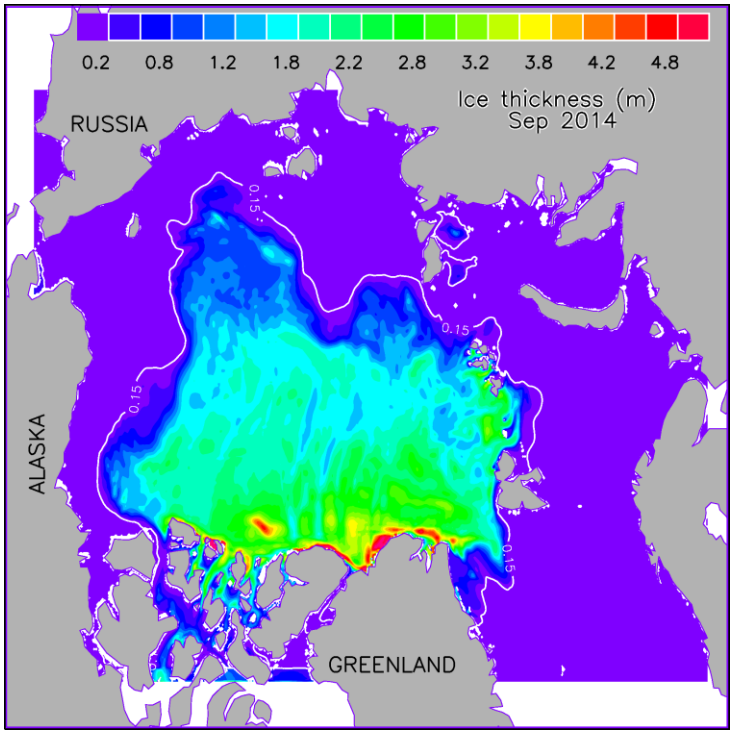
Ice Physics

Ice physics, hydrodynamics and Arctic shipping

Beach surveying and water level/wave monitoring at Utqiagvik (Barrow) Alaska

- Sea ice thickness directly impacts navigation routes and storm conditions
- High-resolution forecasting of
  - ✓Arctic sea ice thickness
  - ✓Ice ridge stability
  - ✓Storm surges
  - ✓Risks from icing
  - ✓Risks & accidents to ships

  through geophysical ice modeling
- Will the Arctic become sea-ice free before 2050?



HIOMAS (4km resolution) prediction
White line: satellite observed ice edge
September 2014

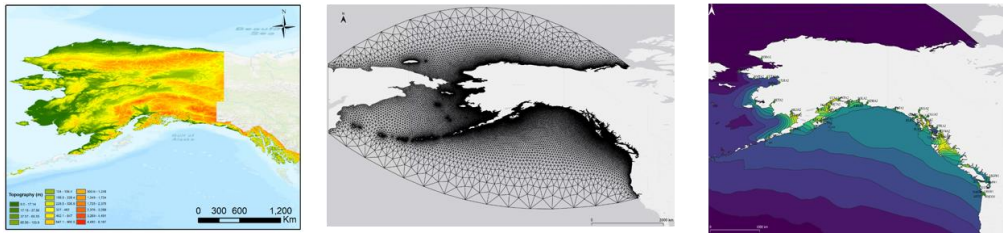
Thrust 3
Coastal Dynamics

- Changing landscape
  - Loss of permafrost
  - Ice ridges
  - Coastal erosion
- Dredging to support larger cargo vessels
- Maritime infrastructure for cold climate
- Bathymetry
- Dynamics
- Impacts of oil spills/hazmat

Coastal Dynamics

Interactions between a Changing Arctic Coastal Landscape and Maritime Infrastructure

- Coastal geomorphic change in Arctic from thermal & mechanical processes
- Forecast coastal dynamics for maritime infrastructure retrofit, design and build
  - ✓unstable permafrost, bathymetric and thermal control needs
- Multi-model, multi-scale, multi-physics techniques



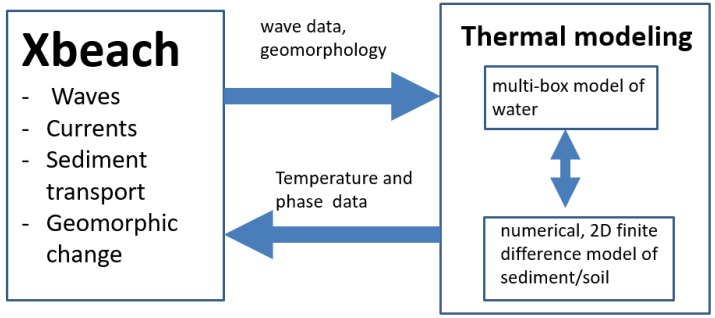
Arctic model domain and August 2008 storm simulation initial validation

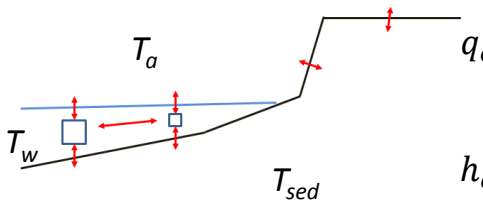
- High-resolution hydrodynamic model for Arctic region to predict waves/storm conditions impacting navigation & port infrastructure

Arctic XBeach

Process-based Arctic coastal geomorphic change model incorporating thermal & mechanical processes

- Open source, non-Arctic Xbeach model to determine potential geomorphic change due to water level, wave condition and geologic setting
- Develop heat transfer module to determine temperature and phase (frozen or thawed)
- Allow sediment transport to occur if material is thawed





$$q_{conv,w-s} = h_c(T_w - T_{sed,surf})$$

$$h_c = \frac{\alpha f_w C_w U_b}{1 + F\sqrt{0.5 f_w}}$$

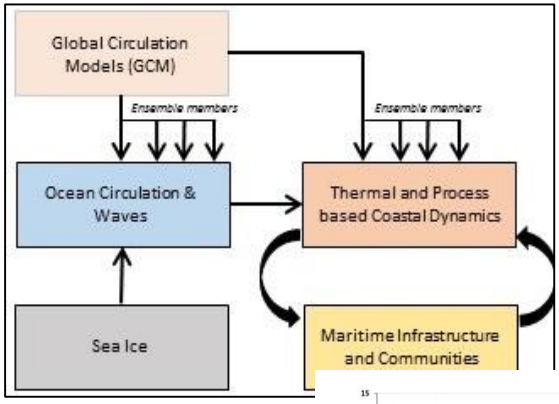
$$\frac{\partial T_{sed,l}}{\partial t} = \alpha_l \frac{\partial^2 T_{sed,l}}{\partial x^2}$$

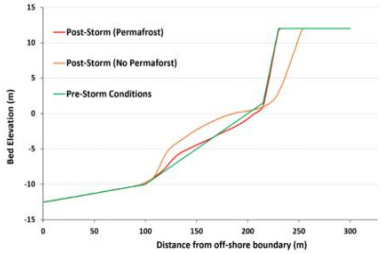
$$\frac{\partial T_{sed,s}}{\partial t} = \alpha_s \frac{\partial^2 T_{sed,s}}{\partial x^2}$$

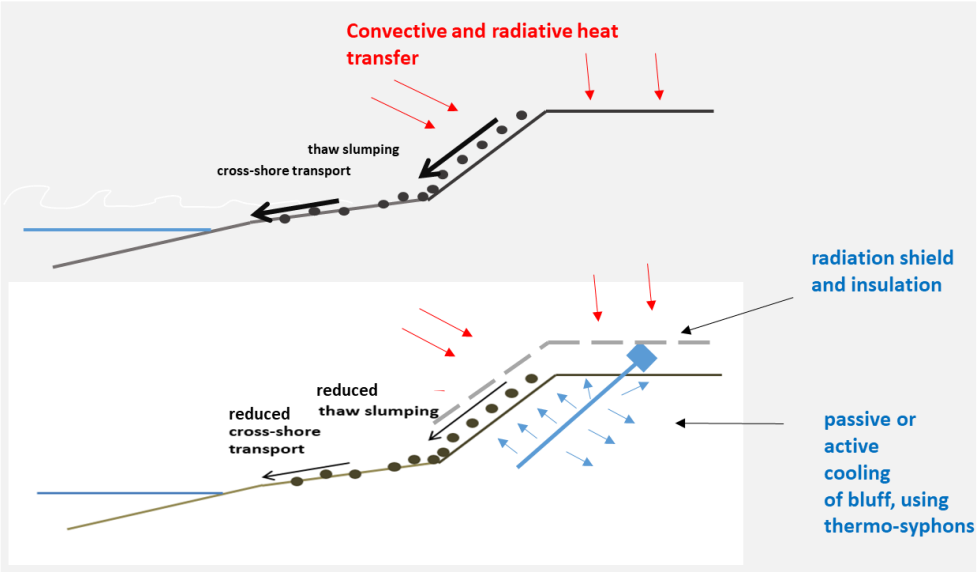
Solid/liquid phase change based on enthalpy variable, fixed grid

Developing Sustainable & Resilient Arctic Ports and Communities

- Controlling thermal environment of coastal bluffs can stabilize and slow geomorphic change rates
- Predictive model to simulate coastal dynamics and impacts on maritime infrastructure & communities
  - ✓Incorporate climate variability to predict impacts







Thrust 4
Communities

- Threats from shipping & industrialization
  - Indigenous peoples, their cultures, well-being
  - New opportunity
- Participatory-action methods through storytelling, legend,…
- Co-production of knowledge
- Community monitoring

Local Communities

Participatory-action methods for understanding and mitigating the potential impacts of expanding maritime traffic on the Arctic peoples, their cultures, environments, economic well-being

- Evaluate attitudes/perceptions/behaviors by indigenous/multi-ethnic residents
  - ✓ about emerging risks, response, and benefits
- Qualitative analysis
  - ✓ applied theater script reading of local disaster legends
  - ✓ interactive discussions with contemporary scenarios/queries,
  - ✓ audio recorded with transcripts for risk analyses

- Quantitative analysis
  - ✓ interactive participatory geospatial survey of managed migration and maritime traffic concerns
- Long-term community adaptations/mitigations
  - ✓ at individual/family, organization, corporate, and government scales

Community-based Monitoring

Collaboration with Arctic coastal communities - Utqiagvik

- Collaboration with communities facilitates risk determination/communication, promotes adaptation
  - ✓ **Coastal Erosion**: 7 transect surveys on shoreline erosion that threatens critical infrastructure
  - ✓ **Surge Barrier**: survey of 4 miles of a gravel silt berm and super size sacks rebuilt to protect critical infrastructure
  - ✓ **Tundra green engineering**: study of tundra migration onto surge barrier to increase growth and stabilize gravel silt of landward berm
  - ✓ **Surge heights**: images of nearshore graduated upright/transects
  - ✓ **Harmful algal toxins**: Phytoplankton Monitoring Network sampling for growth from warmer temperatures and nutrients from sewage releases, more stormwater and boat/ship hazardous wastes
  - ✓ **Permafrost study**: monitor 2 occupied lots along bluff eroding from surges and permafrost thaw
  - ✓ **Surge:** Calibrate/validate storm surge and forecast models to assist with flooding and erosion forecasting

Thrust 5
Governance

- Geopolitical concerns
- Participatory/ collaborative
- Conflict early warning
- Conflict resolution
- Policies, incentives, protections, rules,…
- Arctic Council, UNCLOS
- Deliberative decision-making
- Resilience indicators
- Associational ties

Governance and Conflict

- Conflict early warning system (CEWS) for Arctic
  - ✓ Participatory action to identify, cluster & rank conflict escalation indicators
  - ✓ Simulations and scenario-based exercises to assess framework's utility in predicting conflict escalation
- Resilience indicators
  - ✓ Pooled case comparisons to conduct meta-analysis of 44 cases from Arctic
- Associational ties
  - ✓ Using social network analysis network of connections will be mapped to determine conflict risk
  - ✓ Arctic Risk Management Network for finding associational ties, adaptation, and mitigation strategies to reduce conflict/risks
  - ✓ Data Ecosystem Map for coastal and maritime risks

Conflict Early Warning System (CEWS)

a **tool**

- feeds data about conflict process – **indicators -** to analytical framework
- enables **stakeholders** to initiate appropriate **response**

Commonly used top-down indicators

- Missing local dynamics
- Rely only on quantitative information
- No narrative approach
- Climate change factors absent
- Transboundary effects absent

- Develop everyday conflict indicators using narrative - fracture social networks
- Compare stakeholder's narrative landscape w/ policy narratives - strategy
- Integrate indicators of conflict and strategy into one model - projections

CEWS

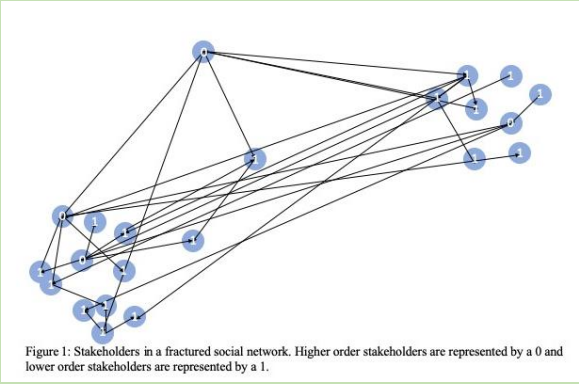


Figure 1: Stakeholders in a fractured social network. Higher order stakeholders are represented by a 0 and lower order stakeholders are represented by a 1.

Broader Impacts Activities

- Summer camps
  - ✓ interactive learning games, place-based projects, field monitor training with Boys & Girls Club, church groups, MS/HS curricula
- Cross-university collaboration in education
- Community-service learning in monitoring for erosion, surges, HAB, and tundra green engineering
- Artic Disasters Early Career Assoc. (ADECA)
  - ✓ outreach to early career researchers
- Arctic Risk Management Network (ARMNet)
  - ✓ outreach - mitigation scenarios/strategies, collaborative training, workshops, Webinars, informational Website
- Workshops:
  - ✓ (1) Conflict Avoidance in an Expanding Arctic: Community, Regional and Global Perspectives
  - ✓ (2) Infrastructure Design/Build for Cold-Weather Environments

Thanks!

civil.gmu.edu/miller

Work supported by U.S. National Science Foundation

Our team Website

- https://arcticexpansion.vse.gmu.edu/home

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Finance and Land Use Committee Meeting
February 27, 2020

AGENDA

I. Call to Order **– 11:30 a.m.**

II. Approval of Minutes for December 12, 2019 (**ACTION**) **– 11:30 a.m.**

III. Financial Matters **– 11:30-11:55 a.m.**

A. FY 2020 Q2 Financial Report
B. FY 2021 Budget Update
C. Tier 3 Project Update
D. FY 2021 Room and Board Rates **(ACTION)**
E. Debt Policy Compliance **(ACTION)**

IV. Capital Matters **– 11:55-12:10 p.m.**

A. Master Plan Update
B. Approval of SciTech Fiber Easement **(ACTION)**
C. Amend the 6 Year Capital Plan:
    i. Add Residence Hall (Eastern Shore) to the 6 Year Capital Plan **(ACTION)**
    ii. Increase the Budget for the Johnson HVAC Project **(ACTION)**

V. Adjournment

APPENDIX Capital Projects Review (Stoplight)

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES
December 12, 2019
12:10 p.m. – 1:00 p.m.
Merten Hall, Room 1201, Fairfax Campus

PRESENT: Rector Davis; Committee Chair Turner Roth; Vice Chairman Reagan; Visitors Blackman, Hazel, Iturregui, Moss, Rice; Interim President Holton, Senior Vice President Kissal; Vice President for Facilities Strike; Faculty Senate Chair Davis; Faculty Representatives Thompson and Venigalla; Student Representatives Gelbvaks and Layton; Secretary *pro tem* Lagos

I. Call to Order

Committee Chair Roth convened the meeting at 12:05 p.m.

II. Approval of Minutes

Committee Chair Roth requested a **MOTION** to approve the minutes of the October 10, 2019 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY**.

III. Financial Overview

Committee Chair Roth welcomed the Committee and guests and turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance.

A. FY 2019 Unaudited Financial Statements

Senior VP Kissal provided a financial overview that included FY19 unaudited financial results compared to FY18 financial statements. She reported our Increase in Net Position was $114.1M compared to $89.9M in 2018.

FY19 key financial highlights include: 1) Net tuition increased $19.6M (5.3%) primarily due to a 4% increase in tuition and fees and increased enrollment, partially offset by increases in student aid; 2) Grants and Contracts revenue increased $35.7M (29.3%) and related research expenditures increased $34.9M (44.1%) mainly due to increased Department of Defense awards and; 3) Other revenues increased $13.1M (13.6%).

On the expense side, the largest driver was instruction cost. Salaries and wages increased ~$10.3M (3.8%) as a result of 4% salary increases for Faculty and 124 new faculty (primarily in Volgeneau, CVPA and School of Business) offset partially by accruals in OPEB and pension expense. Academic Support expenses increased slightly by $7.4M

(11%) primarily due to $3.5M in consulting fees for academic projects and a $1.5M increase in non-capitalized computer purchases and maintenance.

B. FY 2020 Q1 Financial Report and Forecast

Senior Vice President Kissal previewed the first quarter report of FY20. She noted a consistent trajectory in the first quarter results. High level projections are on pace with FY19; Tuition and Fees represent a good fall semester; Enrollment increased slightly by ~1.5% (~575 students); and the growth trajectory in Research continues. Quarterly financial statements will be provided with a plan to implement quarterly financial forecasts during the coming year, which will include analytical review, trend and variance analysis to facilitate effective financial management oversight and strategic planning.

C. FY 2021 Financial Outlook

Senior VP Kissal introduced Rene Stewart O'Neal, Associate Vice President of Strategic Budget and Planning who provided a summary of key budget assumptions for FY21. Key revenue drivers include Enrollment, Tuition Pricing, Room & Board Rates and Grants/Sponsored Research. We are planning an increase of 3.4% with a FTE enrollment of ~33,700 with growth concentrated in out-of-state students.

Ms. O'Neal reported Mason is currently operating with approximately 74% of the average in-state appropriation for Virginia doctoral institutions. Our state appropriation request for FY21 is ~$40M. We are considering this request as the first year of a multi-year strategy (a down payment strategy) from the state to mitigate the historic funding disparity that Mason has experienced. Our six-year plan proposed that, even if the state addresses Mason's historic funding appropriation disparity and gives us the first down payment on the $40M additional appropriation we request, we will still need to increase undergraduate and graduate tuition by 5% and 3.5% with a mandatory fee increase of 3% in order to enhance and maintain the academic quality instruction and services to our students. Mason's proposed blended 3.3% Room and Board rate maintains our position as a very good value among our peers. We project research expenditures of ~$180M in FY20 and, given our current trajectory, we anticipate that we will exceed our six-year plan FY24 Projected Research Expenditures of $225M.

Compensation represents the major expenditure category for our budget. We have proposed a 4% increase for FY21 for faculty and staff which will allow us to make up ground and improve our ability to attract and retain highly qualified faculty and staff. For the biennium budget, SCHEV has recommended a 5% salary increase, if the state supports merit increases. In the coming decade, Mason projects that it will experience up to 50% turnover in the faculty ranks due to retirement. We requested retention funding of $2M to the state that will support half the cost for our strategic retention packages. We project that enrollment increases will impact nearly every Mason school. While most of the resources for new faculty lines will be funded from tuition revenues, Mason has

requested state support for half the costs (of the $10M) of up to 20 new faculty compensation packages.

Ms. O'Neal spoke to the Committee about the Tech Talent Initiative (TTIP) and reported by 2024 Mason expects to enroll ~10,000 students in our undergraduate tech programs and ~5,000 in our masters tech programs, supported by our planned new interdisciplinary School of Computing. For FY21 we have been approved to receive ~$5.8M in state support for operations and $98M in capital support. Referencing Slide 11, she reported $5.8M in operating support will facilitate our planned increase in the production of bachelors and masters tech degrees. These funds will be used to hire STEM faculty to create a research infrastructure for targeted recruitment to increase Masters' enrollment and to launch the academic infrastructure for the School of Computing. In terms of capital support, ~$14M will be used to invest in the Bachelor's degree production initiative. Regarding Master's degree production, we are expanding our portfolio in Arlington to support the construction of a 360,000 GSF mixed-use facility – currently called IDIA – to support academic facilities for the University's new School of Computing as well as research, innovation and work-force development. State capital funding of $84M will contribute to the construction of the academic portion of the facility with the remainder of the total project cost of $250M coming from debt, capital lease, philanthropic matches and commercial partners.

IV. New Business

A. Resolution to Proceed on Tier 3 (ACTION)

Senior VP Kissal updated the Committee on Mason's request to enter into negotiations For additional delegated authority under the Commonwealth's Restructured Higher Education Financial and Administrative Operations Act of 2005. Ms. Kissal presented key benefits to Mason of a Tier 3 authorization. This identification would allow Mason greater autonomy with respect to Capital Outlay, Capital Leases, Human Resources, Financial Operations and Procurement. It would allow Mason to: 1) Establish its own building permit authority resulting in workload and schedule prioritization, expedited project reviews, and process efficiencies; 2) Execute capital leases without obtaining legislative approval resulting in time and effort savings; 3) Create an improved performance management system; and 4) optimize our investments management approach.

Chair Roth requested a **MOTION** to recommend the Board of Visitors approve the Tier 3 Resolution as found in the Board Book. It was so **MOVED** by Visitor Blackman. **MOTION CARRIED UNANIMOUSLY**.

B. Capital Lease Resolution (ACTION)

Senior VP Kissal reported that GMUF and GMU will be entering into an amended capital lease due to the refunding of the bonds on Beacon Hall, a housing and retail building on Science and Technology campus. GMUF is completing a taxable, fixed rate, refunding of their 2011A tax-exempt and 2011B taxable Prince William Housing

Bonds issued through the Prince William Industrial Development Authority. The Commonwealth of Virginia requires a Resolution be passed by the participating institution's governing body and approval by the Treasury Board prior to the University entering into a capital lease. This amended capital lease will be executed in conjunction with GMUF's refunding. This modification will result in Annual Capital Lease payments savings of ~ $140k.

Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors of the Capital Lease Resolution as found in the Board Book. It was so MOVED by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

C. PPEA Solicitation (ACTION)

Senior VP Kissal briefed the Committee on use of the Public Private Education and Infrastructure Act (PPEA) and its very specific set of procedural requirements. In order to issue a Request for Proposal (RFP) to select a real estate development partner for the Institute for Digital Innovation (IDIA) at the Arlington Campus, there are specific procedural guidelines which call for Board approval at four milestones. The first requirement is for the Board to authorize the issuance of the RFP.

Chair Roth requested a **MOTION** to recommend approval by the Board of Visitors to use the Public Private Education and Infrastructure Act (PPEA) to issue an RFP for the Institute for Digital InnovAtion campus (IDIA). It was so **MOVED** by Visitor Iturregui. **MOTION CARRIED UNANIMOUSLY.**

V. Operational Matters

A. Retirement Plan Investment Policy Review

Senior VP Kissal provided an overview on Mason's Investment Policy Statement. The Investment Policy Statement for the University's Optional Retirement and Cash Match Plans requires that the Investment Policy Committee (IPC) report annually to the BOV the additions, deletions or changes in investment options made available to faculty and staff under the Plans. Over the last year, the IPC, along with the University's consultant worked with Fidelity and TIAA to reduce fees for both plans resulting in a combined annual savings of over $570,000 in addition to migrating several funds to a lower cost share class and replacing several underperforming funds in the plans.

VI. Closed Session

Rector Davis called on Chair Roth for a motion to go into Closed Session. It was **MOVED** by Visitor Hazel and **SECONDED** by Visitor Blackman that the Finance and Land Use Committee go into a Closed Session pursuant to Virginia Code Section 2.2-3711.A.3 to discuss a matter pertaining to acquisition or disposition of real property.

It was **MOVED** by Chair Roth that the Finance and Land Use Committee go back into open session and further moved that by ROLL CALL VOTE certify that only public business matters lawfully exempted from open meeting requirements, and only such

public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting by the Board.

Amy member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

Roll call was taken with all present members responding in the affirmative. **MOTION CARRIED UNANIMOUSLY**

VII. Adjournment

Chair Roth opened the floor for discussion. There was none. With no other additional business matters to come before the Committee, Chair Roth adjourned the meeting at 1:08 p.m.

Respectfully submitted,

Jeanmerie Lagos

Jeanmerie Lagos
Secretary pro tem

ITEM NUMBER III.D.: **ROOM AND BOARD RATES, FY21 (ACTION)**

PURPOSE OF ITEM: To approve academic year 2020 - 2021 (FY21) room and board rates.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: Approval of rates for FY21 is requested to allow update of marketing materials for distribution to new and returning students.

The proposed room and board increase for FY21 is 2.2% for housing and 5.0% for dining meal plans.

For a freshman, the proposed combined room and board rate of $12,090 is a $385, or 3.3%, academic year increase over FY20 in a traditional double room with the Independence meal plan. Freshmen choosing to live in a suite double will have a slightly higher cost than those living in traditional rooms.

Room & Board Rates	FY20	FY21	$ Change	% Change
Freshmen Traditional Double Room including Independence Meal Plan with Minimum $100 Points	$ 11,705	$ 12,090	$ 385	3.3%

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval.

GOALS

The University considers several factors in determining room and board rates. The goals for determining room and board rates are:

- **Affordability** – Create an affordable living environment for on-campus students. Consideration is given to peer institution comparisons in the DC region and the Commonwealth of Virginia. Local housing options, prices and amenities are reviewed.
- **Accessibility** – Provide on-campus living and dining for students who desire that option with priority given to freshman, sophomore, and incoming transfer students. Freshmen are guaranteed housing and are required to live on campus, except for local students living with family or those who meet certain exemptions.
- **Involvement** – Improve student retention and graduation through involvement in activities and support groups. Provide students with an array of opportunities to engage in co-curricular social and learning experiences. Offer Living Learning Communities housing for students with shared academic or career interests, or social identities. Involve students in room and board pricing, and meal plan structure through the Student Government Association and Resident Student Association.
- **Sense of Community** – Create an environment where students feel part of the Mason community. Provide access to dining facilities 24 hours a day allowing students to gather with friends on their schedules. Offer students numerous ways to engage with the Mason community in and around the residential areas on a daily basis.
- **Well-Being** – Provide students healthy dining options through Independence meal plans, access to a Registered Dietician, and specialized food options for allergies, religious requirements, and dietary choices at multiple venues. Afford residential students easy access to wellness resources.

SUMMARY OF RATES

A traditional freshman double room increases 2.2%, and the Independence meal plan including $100 Bonus Points increases 5.0%. For a freshman residing in a traditional double room with the Independence meal plan, the cost for room and board in FY21 will be $12,090, a $385 increase from FY20 for the academic year. Freshmen choosing a suite double room will pay $730 more for the academic year than a traditional double in FY21.

Freshmen Traditional Double & Board	FY20	FY21	$ Change	% Change
Traditional Double Room Rate	$ 7,105	$ 7,260	$ 155	2.2%
Independence Meal Plan Board Rate	$ 4,600	$ 4,830	$ 230	5.0%
Total Room & Board	**$ 11,705**	**$ 12,090**	**$ 385**	**3.3%**

Housing

The average Fairfax room rate increase is 3.8%, with the highest in-demand apartment singles increasing over 9% and low-demand Economy Suite Doubles and Triples rates decreasing from FY20. The suggested average rate increase for the Science and Technology Campus apartments is 2.6%. For the SMSC campus, increases are 0.5% for a double and 9.8% for a single, the same as apartments on the Fairfax Campus.

ACADEMIC YEAR ROOM RATES (Fall and Spring Semesters)	FY20	FY21	$ Change	% Change	Equivalent Monthly Rate (1)
Traditional Halls (Freshmen, Meal Plan Required)					
Singles	$ 9,170	$ 9,760	$ 590	6.4%	$ 1,084
Double	**$ 7,105**	**$ 7,260**	**$ 155**	**2.2%**	**$ 807**
Triple/Quad (2)	$ 5,795	$ 6,300	NA	NA	$ 700
Suites (Freshmen and Upperclass, Meal Plan Required) (3)					
Single	$ 9,705	$ 10,490	$ 785	8.1%	$ 1,166
Double	$ 7,770	$ 7,990	$ 220	2.8%	$ 888
Triple	$ 9,085	$ 9,100	$ 15	0.2%	$ 1,011
Economy Doubles	$ 6,790	$ 6,600	$ (190)	-2.8%	$ 733
Economy Triples	$ 6,690	$ 6,600	$ (90)	-1.3%	$ 733
Apartments (4) (Upperclass, Meal Plan Optional)					
Single	$ 11,375	$ 12,490	$ 1,115	9.8%	$ 1,388
Double	$ 9,850	$ 9,990	$ 140	1.4%	$ 1,110
Townhouse Double	$ 8,930	$ 9,100	$ 170	1.9%	$ 1,011
Mason Global Center (Upperclass, Meal Plan Required)					
Double	$ 8,200	$ 8,500	$ 300	3.7%	$ 944
Economy Triples	$ 6,835	$ 6,600	$ (235)	-3.4%	$ 733
Average of Fairfax Revenue Beds				**3.8%**	
Beacon Hall - SciTech Grad Housing (11 Month Lease)					
Studio	$ 11,918	$ 12,200	$ 282	2.4%	$ 1,356
One Bedroom	$ 15,288	$ 16,000	$ 712	4.7%	$ 1,778
Two Bedroom (Per Bed)	$ 9,058	$ 9,300	$ 242	2.7%	$ 1,033
Average of Beacon Hall Beds				**2.6%**	

1) Equivalent monthly rates based on 9 months academic year, except for 11 month Beacon Hall lease

2) FY20 Quads were priced separately at $7,025; FY21 Quads are priced the same as Triples

3) Commonwealth and Dominion Halls suite rates in FY20 rates were $9,705 Single, $7,585 Double, $6,530 Expanded Triple; all FY21 suites priced the same

4) Apartment residences are Liberty Square, Nothern Neck, Potomac Heights and Rogers; SMSC beds are priced the same; Townhouses are priced separately

Note: Summer rates for students are based on the number of days in the term derived from the academic year rates

There are over 6,000 beds on the Fairfax campus. Beacon Hall on the Science and Technology Campus has 150 graduate beds, and SMSC has 60 beds for students. All freshmen are required to live on campus unless they meet established criteria and are granted an exemption.

Board Meal Plans

Independence meal plans, including $100 in Bonus Points, increase 5.0% in FY21. Liberty plans rates equal the Independence rate including the minimum Bonus Points. Patriot plans will increase to be in line with the costs of meals. Freedom retail plan prices are dollar-for-dollar prices.

University policy requires all students living in on-campus housing without full kitchens in the room to have a residential meal plan. All freshmen, including those living in halls with kitchens, are required to have an Independence meal plan. Sophomores residing in suites are required to have an Independence meal plan. Juniors and seniors living in suites may purchase Independence or Liberty meal plans. Students living in those residence halls with full kitchens, Liberty Square, Northern Neck, Potomac Heights, Rogers, and Townhouses, are not required to purchase a meal plan but may purchase any plan. Resident Assistant meal plan prices are negotiated between dining and housing staffs to supplement the RA's compensation and to provide the opportunity to dine with students on their halls.

Exemptions to the meal plan policy are considered only for medical modified diet considerations, or for students engaged in a university sponsored off-campus practicum or internship three days a week. A student must apply through the Mason Card Office to the Exemption Committee to be considered exempt from this policy. Disability Services will review those who apply for a medical modified diet.

In FY21, students will choose from five levels of Bonus Points in increments of $100 for Independence and Patriot plans. The required minimum of $100 per semester is included in the following academic year prices.

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY20	FY21	$ CHANGE	% CHANGE
Independence Dining Plans (Includes Minimum $100/Semester Bonus Points) (1,5,7,8)				
Independence	**$ 4,600**	**$ 4,830**	**$ 230**	**5.0%**
Independence - Enhanced	$ 4,690	$ 4,930	$ 240	5.1%
Independence - Ultimate	$ 5,310	$ 5,570	$ 260	4.9%
Liberty Meal Plans (Includes Bonus Points) (2,6)				
Liberty 9	$ 4,600	$ 4,830	$ 230	5.0%
Liberty 14	$ 4,600	$ 4,830	$ 230	5.0%
Patriot Meal Plans (Includes Minimum $100/Semester Bonus Points) (3,5)				
Green & Gold 25	$ 590	$ 610	$ 20	3.4%
Patriot 55	$ 970	$ 1,030	$ 60	6.2%
Super Patriot 85	$ 1,360	$ 1,430	$ 70	5.1%
Freedom Declining Balance Cash Plans (No Bonus Points) (4)				
Freedom 300	$ 600	$ 600	$ -	0.0%
Freedom 400	$ 800	$ 800	$ -	0.0%
Freedom 500	$ 1,000	$ 1,000	$ -	0.0%
Freedom 750	$ 1,500	$ 1,500	$ -	0.0%
Freedom Bell (1,100)	$ 2,200	$ 2,200	$ -	0.0%
Freedom Rings (1,900)	$ 3,800	$ 3,800	$ -	0.0%
Freedom First (2,200)	$ 4,400	$ 4,400	$ -	0.0%
Freedom Commuter (1,000)	$ 2,000	$ 2,000	$ -	0.0%
Freedom Summer (400)	$ 800	$ 800	$ -	0.0%
Smithsonian Mason School of Conservation Plan (No Points) (9)				
SMSC	$ 4,750	$ 4,990	$ 240	5.1%

1) Independence meal plans are designed for freshmen and sophomore students living in housing with no kitchen, and are all-you-care-to-eat dining hall plans.

2) Liberty plans are equivalent in price to Independence plans, but are designed for upperclass students living in housing with no kitchen, and have more flexibility with a set weekly number of dining hall meals and higher retail Bonus Points.

3) Patriot block plans are optional for students living in Housing apartments and off-campus have a set number of dining hall meals per semester.

4) Freedom plans are optional for students living in Housing apartments or off-campus, and have cash values that may be used in either dining halls or retail locations; funds are tax-exempt.

5) Independence and Patriot plans have minimum $100/semester Bonus Points, with options of $200, $300, $400, $500

6) Liberty 9 and Liberty 14 Points increase $35 and $15, respectively, per semester from FY20 to $1,185 and $535.

7) All freshmen living on-campus are required to purchase an Independence plan.

8) Sophomores living in suites must purchase Independence plans.

9) SMSC Summer meal plans priced at daily pro-rata rate of semester plan.

FY21 HIGHLIGHTS

Housing

- First-year freshmen undergraduates are required to live on campus, but can request an exemption if they either live locally with parents/family, are veterans, are 20 years of age or more, are married, have dependent family, or for financial or health reasons.
- The number of room options are reduced in FY21, simplifying pricing and decision making for students. Freshmen Triples, Quads and Expanded Triples in Traditional Halls are consolidated into one Triple/Quad price. Basic Suites (Commonwealth and Dominion) rates are eliminated so that all suites are priced the same. Apartment Expanded Doubles and Triples, and MGC 12-month rates are eliminated due to lack of interest.
- Expanded Doubles and Triples are renamed Economy Doubles and Triples to reduce confusion over the size of the rooms.
- Single room rates increase noticeably due to high demand for these rooms. This helps minimize rates on other room types that have lower demand and allows savings for students in those rooms.
- Summer rates are based on number of days in the term derived from the academic year rates.
- Living Learning Communities (LLCs) house approximately 1,000 students in FY20 in seven freshmen, five upperclass, and five mixed-level LLCs. Due to student demand, the number of LLCs offered is expanding in FY21 to over 1,400 students including a building-wide Volgenau School of Engineering LLC to support expanded growth and demand for this type of co-curricular learning experience.
- The SMSC rates are set at the highest Fairfax campus rates approved by the BOV. There are 60 beds in the student housing portion of the building which may be occupied as either a single or double room.

SMSC (Rates Same as Premium Apartment Rates)	FY20	FY21	$ Change	% Change
Single	$11,375	$12,490	$1,115	9.8%
Double	$9,850	$9,990	$140	1.4%

- Beacon Hall graduate housing on Science and Technology Campus has 146 revenue beds, which are all 11-month leases, and four graduate RA beds. The proposed lease amounts will increase by an average 2.6%.

BEACON HALL APARTMENTS (11 Month Lease Rates)	FY20	FY21	$ Change	% Change
Studio	$11,918	$12,200	$282	2.4%
One Bedroom	$15,288	$16,000	$712	4.7%
Two Bedroom (per bed)	$9,058	$9,300	$242	2.7%

Dining

- Students living on-campus without a kitchen in the living space are required to purchase a meal plan. The type of meal plan required, depends on the student's level.
- Students living on-campus with a kitchen in the living space, and students living off-campus may, though are not required, to purchase any of the following plans: 1) Independence plans, 2) Liberty plans with set weekly meals and Bonus Points, 3) Patriot plans with declining balance meals per semester, and 4) dollar-for-dollar Freedom Plans.
- The Independence plans provide students unlimited access during operating hours to the dining halls so they may eat at their convenience, as often as they desire. Students have three Independence meal plan options: the base Independence plan, Enhanced (a plan covering earlier move-in dates, Thanksgiving and Spring Breaks), and Ultimate (a plan covering all academic breaks). Each option has five choices of Bonus Points in increments of $100 with a minimum of $100 per semester required.
- Liberty plans are priced to equal the Independence plan including $100 Bonus Points, but have more flexibility. Liberty 9 will include nine weekly meals and Liberty 14 will include 14 weekly meals. The semester Bonus Points are increasing from $1,150 to $1,185 for Liberty 9, and from $520 to $535 for Liberty 14. Students will have the option of purchasing additional Bonus Points in $100 increments throughout the semester.
- The optional Patriot meal plans will have five choices of Bonus Points in increments of $100 with a minimum of $100 per semester required.
- The daily rate for the unlimited access Independence plan will increase from $20.63 to $21.66, a $1.03 increase per day. This covers the required annual CPI increase and helps cover growing bad debt and capital needs.
- The Fairfax Campus has three full-service dining halls for meal plans: Southside, Ike's and The Globe. *Simply To Go* in Sub I allows students on meal plans to quickly grab a sandwich or salad between classes to take with them. There is one dining facility at the SciTech Campus and one at SMSC.
- One Fairfax dining hall remains open 24 hours every day, except during university breaks, providing students round-the-clock dining options. The Globe is open for residents who stay on campus during Thanksgiving, Winter and Spring breaks, and during the summer.
- SMSC summer programs will have meal plans based on the pro-rata semester price per meal for the specific length of those summer programs.
- Retail dining includes approximately 30 locations on the Fairfax campus, including coffee carts. SciTech and Arlington each have one retail dining facility.
- Food delivery robots from Starship Technologies began operating on January 22, 2019. The program makes over 350 deliveries per day via approximately 43 robots, without cannibalization of retail services.

EXHIBITS

Historic Regional and Commonwealth of Virginia Rates Comparison

I. Commonwealth of Virginia Universities

Housing – Mason's traditional double room rate for FY19 and FY20 is about 106% of average compared with Commonwealth universities excluding Mason, but does not include local cost-of-living adjustments.

Commonwealth Universities - Traditional Double Rate			
Comparison Institute	**City**	**FY19**	**FY20**
Longwood University	Farmville	$ 7,336	$ 7,762
College of William & Mary	Williamsburg	$ 7,258	$ 7,658
Old Dominion University	Norfolk	$ 7,248	$ 7,538
Norfolk State University	Norfolk	$ 6,939	$ 7,326
Christopher Newport University	Newport News	$ 7,054	$ 7,238
George Mason University	**Fairfax**	**$ 6,970**	**$ 7,105**
University of Mary Washington	Fredericksburg	$ 6,746	$ 6,848
Virginia State University	Petersburg	$ 6,548	$ 6,744
Virginia Commonwealth University	Richmond	$ 6,364	$ 6,555
Virginia Tech	Blacksburg	$ 6,063	$ 6,540
University of Virginia	Charlottesville	$ 6,240	$ 6,460
University of Virginia - Wise	Wise	$ 5,570	$ 5,737
James Madison University	Harrisonburg	$ 5,220	$ 5,668
Radford University	Radford	$ 4,676	$ 4,770
Average (13 Schools Excluding Mason)		**$ 6,405**	**$ 6,680**
Mason Percentage of Average		*109%*	*106%*
Mason Variance from Average		*$ 565*	*$ 425*

Dining – Mason's Independence meal plan compared to Traditional 15 Meal Plans or anytime plans offered at other Commonwealth universities is 98% of average excluding Mason in FY19 and FY20.

Commonwealth Universities - Freshmen 15 Meal Plan or Equivalent			
Comparison Institute	**City**	**FY19**	**FY20**
University of Virginia	Charlottesville	$ 5,350	$ 5,480
Old Dominion University	Norfolk	$ 5,090	$ 5,298
University of Mary Washington	Fredericksburg	$ 5,090	$ 5,090
James Madison University	Harrisonburg	$ 4,872	$ 5,072
College of William & Mary	Williamsburg	$ 4,800	$ 4,968
Longwood University	Farmville	$ 4,411	$ 4,670
Virginia State University	Petersburg	$ 4,660	$ 4,660
George Mason University (Independence)	**Fairfax**	**$ 4,490**	**$ 4,600**
Christopher Newport University	Newport News	$ 4,406	$ 4,522
Virginia Commonwealth University	Richmond	$ 4,190	$ 4,420
Virginia Tech	Blacksburg	$ 4,140	$ 4,386
University of Virginia - Wise	Wise	$ 4,236	$ 4,362
Radford University	Radford	$ 4,114	$ 4,237
Norfolk State University	Norfolk	$ 3,950	$ 4,090
Average (13 Schools Excluding Mason)		**$ 4,562**	**$ 4,712**
Mason Percentage of Average		*98%*	*98%*
Mason Variance from Average		*$ (72)*	*$ (112)*

All plans are sold on a semester basis and reported for two semesters on this chart

II. Regional Universities

Housing – Mason's traditional double room rate for FY19 and FY20 was only 73% of the average of regional universities excluding Mason.

Regional Universities - Traditional Double Rate			
Comparison Institute	**City**	**FY19**	**FY20**
Georgetown University	Washington, DC	$ 10,582	$ 11,838
George Washington University	Washington, DC	$ 11,100	$ 11,430
American University	Washington, DC	$ 9,996	$ 10,096
University of Maryland	College Park, MD	$ 7,425	$ 7,755
University of Maryland Baltimore College	Baltimore, MD	$ 7,400	$ 7,584
George Mason University	**Fairfax, VA**	**$ 6,970**	**$ 7,105**
Average (5 Schools Excluding Mason)		**$ 9,301**	**$ 9,741**
Mason Percentage of Average		*75%*	*73%*
Mason Variance from Average		*$ (2,331)*	*$ (2,636)*

Dining – Mason's Independence meal plan compared to Traditional 15 Meal Plans was 85% of the average at other regional universities excluding Mason in FY19 and FY20.

Regional Universities - Freshmen 15 Meal Plan or Equivalent			
Comparison Institute	**City**	**FY19**	**FY20**
Georgetown University	Washington, DC	$ 5,897	$ 6,214
American University	Washington, DC	$ 6,104	$ 6,100
University of Maryland	College Park, MD	$ 5,064	$ 5,240
University of Maryland, Baltimore	Baltimore, MD	$ 4,520	$ 4,766
George Washington University	Washington, DC	$ 4,600	$ 4,750
George Mason University (Independence)	**Fairfax, VA**	**$ 4,490**	**$ 4,600**
Average (5 Schools Excluding Mason)		**$ 5,237**	**$ 5,414**
Mason Percentage of Average		*86%*	*85%*
Mason Variance from Average		*$ (747)*	*$ (814)*

All plans are sold on a semester basis and reported for two semesters on this chart

ITEM NUMBER III.E.: **DEBT POLICY – 2020 ANNUAL REVIEW (ACTION)**

PURPOSE OF ITEM: Board of Visitors annual review of the University's compliance with Debt Policy #2111, originally approved in February 2014 with revisions approved by the Board on March 1, 2018.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Debt Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University's capital plan. The Debt Policy links the use of debt to the University's mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations. One of SCHEV's measures of institutional performance is the University's compliance with a Board approved debt management policy.

Debt Policy compliance highlights:

- ✓ Maintain an "A" category rating by a nationally recognized rating agency
- ✓ Review of Key Financial Indicators (debt capacity, debt affordability and overall financial strength).
- ✓ The Board authorizes issuance of debt and adopts reimbursement resolutions when required.
- ✓ The Board annually reviews the University's compliance with the Policy.

STAFF RECOMMENDATION: The staff recommends BOV approval of the attached resolution stating the University is in compliance with its Debt Policy.

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

WHEREAS, pursuant to the University's Debt Management Policy, the George Mason University Board of Visitors performed its annual review.

NOW, THEREFORE, BE IT RESOLVED that the University is in compliance with its Debt Management Policy.

Adopted: February 27, 2020

_____

Horace Blackman
Secretary
Board of Visitors
George Mason University

ITEM NUMBER IV.B.: **EASEMENT BETWEEN GEORGE MASON UNIVERSITY AND AMCS NETWORKING SERVICES LLC (AMAZON WEB SERVICES – AWS) AT THE SCITECH CAMPUS (ACTION)**

PURPOSE OF ITEM: Review of requested AWS easement to install fiber optic cable along the border of the SciTech Campus (Campus) to serve their new facility immediately to the East of the Campus.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: AWS has requested an easement to install fiber optic cable along the border of the Campus in an area that currently contains other utility installations. Facilities and Real Estate departments have reviewed the easement and have determined that it is not intrusive. The easement agreement does include requirements for AWS to relocate some or all of the installation at their cost if needed in the future, preventing future expense risk. The Legal Department has reviewed and approved all documentation.

Per Commonwealth of Virginia requirements an appraisal of the easement was completed by Jones Lang LaSalle to determine value as the easement does not provide any direct benefit to the university. The appraised value was determined to be $101,000 and AWS will compensate The Commonwealth that amount plus the cost of appraisal services.

STAFF RECOMMENDATION: The staff recommends BOV approval of this easement request.

ITEM NUMBER IV.C.i.: **CAPITAL PROJECTS AUTHORIZATION – ADD RESIDENCE HALL (EASTERN SHORE) TO 6 YEAR CAPITAL PLAN (ACTION)**

PURPOSE OF ITEM: This item requests BOV approval to amend the University Capital Plan.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The University annually submits a Six-year capital plan to the Commonwealth. Under delegated capital authority procedures adopted by the BOV, staff presents proposed additions to the University Capital Plan to the two members of the Finance and Land Use Committee followed by a shortened, summary presentation at the next scheduled full board meeting for approval.

Staff seeks to add one project to the University's capital plan. This project will be funded with housing reserves and will therefore be eligible for management under delegated authority. The proposed addition to the University Capital Plan is listed below. Project data sheets follow:

- Eastern Shore Residence Hall Renovations

BOV approval of this project as a capital-level project is required in order for work to proceed. At this point, staff seeks authority to begin project execution on this project.

STAFF RECOMMENDATION: Staff recommends Board approval of the above listed addition to the University's Capital Plan:

Title: Eastern Shore Residence Hall Renovations

Building: Eastern Shore Residence Hall

Brief Description: This is a request to initiate a new Capital Project to renovate group living areas in Eastern Shore Residence Hall into student and faculty housing.

This project will renovate two of the three group living areas on floors two through five of the residence hall into suite style student rooms comparable to the rest of the building and one faculty apartment per floor. The remaining group living area will provide common area for each floor which is comparable with other housing facilities on campus.

Three new student suites, consisting of two rooms housing two students each, will be created per floor. Each suite will be provided with bathroom facilities. A faculty apartment will be provided on each floor and a faculty office for easy student access. A total of forty-eight new student beds will be provided and four faculty apartments.

The remaining centrally located group living area on each floor will remain as is.

Housing has completed a business assessment of this work and has determined the payback period to be approximately 12 years.

Scope SF: 8,000 SF

Total Project Cost: $4,004,000

Funding Source: Housing Reserves

Justification: Constructed in 2010 as the first phase of the Housing VIIC project, Eastern Shore was designed to house University communities, with three multi-functional group living areas per floor surrounded by resident's rooms. Unfortunately, Housing has determined the group living areas are not fully utilized per the original intent.

Housing is experiencing a shortage of beds and converting two of the three group living areas to residence rooms is a way to provide additional beds and better utilize the space in the building.

Reducing the number of group living areas from three to one will not impact student life in the residence hall. The areas are not fully utilized. One group living area or common area per floor is typical for most other residence halls on campus.

ITEM NUMBER IV.C.ii.: **MAJOR MODIFICATION - INCREASE THE BUDGET FOR THE JOHNSON HVAC PROJECT (ACTION)**

PURPOSE OF ITEM: This item requests BOV approval of major modifications to a capital project.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

Under delegated capital authority procedures adopted by the BOV, staff shall present all major modifications to capital projects to the Board for their approval. At this stage, the Board will assure themselves that each project remains on track to deliver the project previously authorized.

The capital project to which a major modification is proposed. Project data sheet follows.

- Johnson Center Air Handling Unit Upgrades

STAFF RECOMMENDATION: Staff recommends Board approval of the above listed project to proceed through design and into construction.

Title: Johnson Center Air Handling Unit Upgrades

Brief Description: This is a request for a major modification to a current Capital Project to increase the project budget.

Mason is currently in the design phase for the replacement of the Air Handling Units (AHUs) at the Johnson Center. The four AHUs are original to the building (1993), at the end of their useful life, were sized with inadequate diversity and require replacement. Integral to the AHU replacement is the replacement of the Atrium Smoke Evacuation system which does not meet current Code and is at the end of its' useful life.

The current approved budget for the project is $3,049,000 which includes $2,225,000 for construction. The original estimate that was developed did not include the entire scope of upsizing of the equipment to account for diversity issues or the costs associated with the atrium smoke evacuation replacement.

The building air terminal units are also at the end of their useful life and have started to fail. The design is addressing replacement of the air terminal replacement as a separate package. Air terminal replacement will be accomplished on an as needed basis over a period of time and replacement is not part of this construction package.

Current estimate is based on preliminary documents provided by the design consultant and is inclusive of the entire scope of work for the upgrades. Total project cost is $5,343,837 including construction cost of $4,350,000.

Scope SF: N/A

Total Project Cost: $5,343,837.

Funding Source: Auxiliary Reserves

Justification: Equipment is at the end of its useful life and requires replacement. Mission of the Johnson Center may be affected if equipment is not replaced.

Capital Projects Review

This section provides the regular report on the status of capital construction projects on all three university campuses. The project "stoplight" chart provides a summary review. For purposes of black and white printing, all stoplights are "Green" unless otherwise noted. Scoring definitions:

- "Red": Likely to exceed approved budget, schedule, or scope
- "Yellow": At risk to exceed approved budget, schedule, or scope, but can still recover
- "Green": Within approved budget, schedule, or scope
- "White": on-hold

Changes/updates since the December 2019 report include:

- Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 2 work is underway, steel frame was completed 1 week ahead of schedule and building envelop is now underway with dry-in scheduled to be complete in late April and exterior skin fully complete by late July. . Site utility work is nearing completion as well. The new building remains on schedule to open for the spring of 2021 semester. Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater, is fully permitted and will start as soon as Phase 2 is complete in spring of 2021. Furniture, Fixture and Equipment procurement is nearing completion with the final furniture bids due in early March. AV and IT Network Equipment has been procured and is in final design, programming and fabrication.

- Improve Utility Distribution Infrastructure Fairfax - Phase 3 (Wilkins Plaza Extension from clock tower to Southside) new concrete site walls are complete, next steps include final grading and installation of concrete under slab so that a new pavers and site furnishings can be installed. Work to finish this phase will continue through Spring 2020 with finish scheduled for May 2020 – work in phase 3 has seen some delays due to additional scope and coordination with unforeseen underground utilities. Phase 4 (from Southside east to the Central Heating and Cooling Plant) work is well underway with pipe installation approximately 90% complete. This work is the most complicated in terms of pipe size and layout. The work is scheduled for completion in late Spring of 2020. Work on a series of chilled water outages and tie ins were successfully complete over winter break with the exception of one area which will create an additional outage to be scheduled before the start of cooling season in March 2020. Phase 5 (East Plaza of Johnson Center) started over winter break with installation of fencing and etc. Phase 6 (Commonwealth, Dominion and Commons Housing Areas) work will resume in the late spring to replace all HTHW and Chilled Water piping in this housing neighborhood. Finally the George Statue is being prepared to move in the late spring (May 2020) to its temporary location on the Holton Plaza. In addition, construction documentation has been completed on the Memorial to the Enslaved People of George Mason and the documents will be finally priced for incorporation into the project by change order by the end of March 2020.

- PPEA Discovery Hall Ph. II & Fitout/Clean Room – The Certificate of Occupancy for the Fitout project was received May 2018. The Clean Room Project has begun construction. Due to time expended to resolve budget negotiations the construction start was delayed and the projected

occupancy date has also been delayed by six weeks. A number of conflicts have been discovered between existing and planned mechanical equipment. The additional coordination needed to address these conflicts will push the occupancy date beyond the original completion date.

- Hylton Performing Arts Center Addition – The project is complete and in the closeout process. We have occupancy for all spaces. The grand opening was held on December 3rd.

- Telecom Infrastructure – Division of Engineering and Buildings (DEB) funding review of Schematic design is complete. Consultant is proceeding with the Preliminary documents which should be submitted to DEB for comment and final funding report prior to the end of January.

- Life Sciences Bull Run Hall IIIB – Programming is complete. Schematic Design has commenced. Responses to the Request for Qualifications for Construction Managers have been received and are being evaluated. The funding amount approved by the Commonwealth is $58,946,302 which is significantly below the $67M estimate of probable cost developed by Mason based upon DEB historical project costs.

- Relocate Storm Water Infrastructure and Demolish Original Bldg. – Mason is engaged in ongoing discussion with the County regarding routing of the stormwater and is nearing agreement. DEB has approved Mason's request to deliver the project using the Construction Manager at Risk Delivery Method. Qualifications for Construction Managers process has completed. The solicitation for Request for Proposal was issued January 21, 2020.

- Johnson Center HVAC Repairs –Working drawings have been submitted to DEB for review. Consultants cost estimate is higher than the original projected estimate. We are on schedule to award contract after July 1, 2020.

- Hylton Performing Arts Center HVAC Repairs – Preliminaries approved. Working drawings will be submitted in November. Construction anticipated to start after graduation and will be phased.

STAFF RECOMMENDATION: For Board Information Only

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
	Construction									
Multiple	Eagle Bank Arena Upgrades		82,000	$ 4,845,000				12/1/2016	8/22/2019	99.0%
18011-000	Hylton Center Addition*	17,082	360	$ 13,481,383				8/1/2018	10/15/2019	99.0%
18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	$ 119,631,000				7/1/2018	12/31/2021	37.0%
18208-000	Improve Utility Distribution Infrastructure Fairfax (Phased)*			$ 51,539,000				8/1/2018	12/31/2021	54.0%
17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	18,000		$ 6,561,287				6/17/2019	5/25/2020	82.5%
	Design									
18339-000	Telecom Infrastructure*			$ 9,788,000				12/1/2020	1/1/2021	N/A
18000-000	Life Sciences - Bull Run Add DPB*	100,000	5,000	$ 58,946,302				4/1/2021	8/1/2023	N/A
A8247-027	Johnson Center HVAC Repairs			$ 3,049,500				9/1/2020	12/1/2021	N/A
A8247-024	Hylton Center HVAC Repairs		112,352	$ 4,025,000				5/1/2020	2/15/2021	N/A
	Planning									
247-18423-000	Relocate Storm Water Infrastructure and Demolish Original Bldg.			$ 7,500,000				8/1/2020	8/1/2021	N/A
	Grand Total This Report	**352,808**	**222,873**	**279,366,472**						

Data as of January 2020

* Pool Funded Project; will require DPB/DEB approval for release of funds after Preliminary Design

STOPLIGHT KEY	
Red: Likely to exceed approved budget/schedule/scope	
Yellow: At risk to exceed approved budget/schedule/scope	
Green: Within approved budget/schedule/scope	

Board of Visitors
Finance and Land Use Committee

Office of the Senior Vice President | February 27, 2020

Agenda

I. Call to Order
II. Approval of Minutes for December 12, 2019
III. Financial Overview
    A. FY 2020 Q2 Financial Report
    B. FY 2021 Budget Update
    C. Tier 3 Project Update
    D. FY 2021 Room and Board Rates (ACTION)
    E. Debt Policy Compliance (ACTION)
IV. Capital Matters
    A. Master Plan Update
    B. Approval of SciTech Fiber Easement (ACTION)
    C. Amend the 6 Year Capital Plan:
        i. Add Residence Hall (Eastern Shore) to the 6 Year Capital Plan (ACTION)
        ii. Increase the Budget for the Johnson HVAC Project (ACTION)
V. Adjournment

Appendix Capital Project Review (Stoplight)

Financial Overview

FY 2020 Q2 Actual and Budget

Cash basis, in 000's	FY 2019 Actual	Q2 FY 2020 YTD	FY 2020 Budget*
Net Tuition and Fees	$433,595	$251,215	$448,700
State Appropriations	136,249	80,496	154,800
Grants & Contracts	193,085	108,516	212,500
Auxiliary Enterprises	238,989	141,043	257,600
Other Operating Revenue	55,031	50,909	51,400
Capital Grants	22,522	17,256	90,000
Total Revenue	**$1,079,470**	**$649,435**	**$1,215,000**
Salaries and Wages	$428,384	$235,494	$481,273
Fringe Benefits	122,173	63,723	158,283
Direct Expenditures	476,877	274,699	575,444
Total Expenses	**$1,027,434**	**$573,916**	**$1,215,000**

- *FY 2020 Budget adjusted from earlier presentations to remove $32M estimated value of GMUF activity that will not flow through GMU financial statements (i.e., amounts paid directly to other GMU affiliates or third parties on GMU's behalf) to provide more meaningful comparison to YTD actual results.*

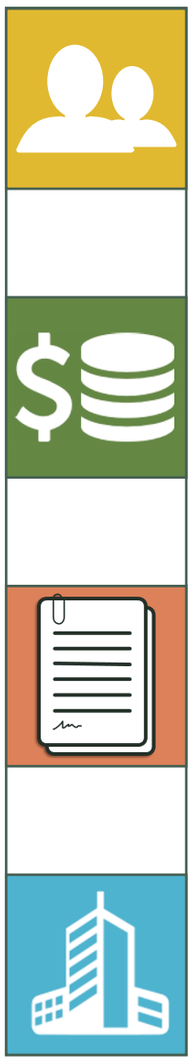
Q2 FY 2020 Key Highlights

- Through Q2, **FY 2020** revenue projections on pace with FY 2020 budget
- The growth trajectory in **Research** continues
- **Other Operating Revenue** includes the full FY 2020 appropriation for financial aid and collections related to FY 2019 activity (tuition and ETF reimbursements)
- **Capital Grants** represent bond proceeds and Mason funds for capital projects (e.g. Robinson Hall)
- **Fringe Benefits** are running below budgeted rates due in part to Healthcare Premium Holiday in October 2019
- **Direct Expenditures** expected to be significantly higher than FY 2019 due to increased capital activities
- Expected surplus of revenues over expenses related to auxiliary programs projected to build AE reserves to support business continuity and future initiatives

All Funds FY 2021 Budget Assumptions: Revenues

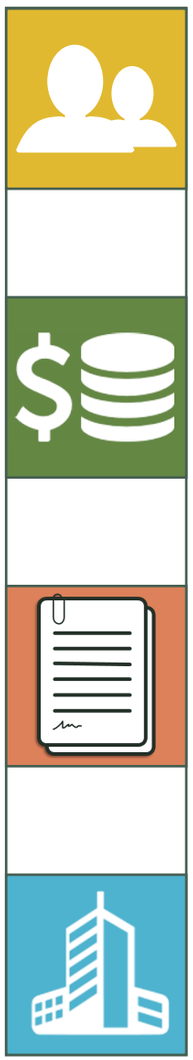
FY21 Baseline Planning Category			Proposed Increase		Gov Budget	House Amend	Senate Amend	Rationale for Increase
FTE Enrollment:	**FY20**	**FY21**	Variance	Increase				
Undergraduate I/S	20,942	21,336	394	1.90%				Mason's commitment to Commonwealth's higher education enrollment goals
Undergraduate O/S	4,892	5,246	354	7.20%				
Graduate I/S	4,358	4,487	129	4.20%				
Graduate O/S	2,432	2,609	177	7.30%				
Total	32,624	33,678	**1054**	**3.40%**				
State Appropriation: Six-Year Plan Request:			21.40%					
Operating Support			$33.6M		$10M-Yr1; $12M-Yr2	N/C	N/C	House tuition moderation may assume that GF appropriations will cover salary increases & other operating costs as well as enrollment increase
Financial Aid			$ 5.0M		$3.47M-Yr1 $6.95M-Yr2	N/C to Gov's rec	6.95M Yr 1 6.95M Yr 2	Affordable access for all students;
			$38.6M					
Tuition Rates: Six-Year Plan Request	**Per Student**							
	I/S	O/S						
Undergraduate I/S and O/S	$9,513	$34,146	**5.00%**	$33.2M	NGF	Tuition freeze of 0% I/S UG plus $500K tuition moderation- Yr 1; 2% cap - Yr 2	Senate does not support tuition moderation	Support enrollment growth, student success and retention and academic & research initiatives
Graduate I/S and O/S	$12,569	$34,627	**3.50%**	$12M	NGF			
Auxiliary Enterprises								
Room and Board (blended):		**$12,090**	**3.30%**	$2.7M	NGF			Focus on housing and meal option improvements
Self Generated Fees			**2.25%**	$1M	NGF			
Student Fees		**$3,609**	**3.00%**	$3.24M	NGF			Instructional programs, academic services and student activities
Grants/Sponsored Research	**$7.5M- 6 yr Plan**		13%/200M	$23M	NGF	$5M GF		Additional funding for equipment & instruments to enhance research

All Funds FY 2021 Budget Assumptions: Expenses



FY21 Baseline Planning Category	Proposed Increase	Funding Source	Governor's Rec	House Amendment	Senate Amendment	Rationale for Increase
Compensation: Six-Year Plan Request	3.00%		No rec	1% bonus-Yr1 & 2% salary increase-Yr2 w/$75/yr classified staff compression adjustment	3% bonus-Dec. 2020 (Yr1); 3% salary increase-July 2021(Yr2)-all employees	Competitive compensation for faculty and staff to acquire and retain talent.
Salary/Merit Increase	$16.4M	50% GF; 50% NGF		$1.9M-Yr1; $5.5M Yr2	$5.75M-GF-Yr1; $8.2M-Yr2	
New Faculty Lines	$20M	50% GF; 50% NGF				
Retention Packages	$2M	50% GF; 50% NGF				
Minimum Wage $12/hr in 2021			No rec	Support: $ TBD	Support: $ TBD	
Non Personnel	3.00%					
MAJOR INITIATIVES						
Tech Talent Initiative (TTIP)						
Operating Support	$5.8M	State Appropriation				Bachelors & Masters degrees production
Capital Support	$84M; $84M	Debt; Private Philanthropy				Arlington Innovation District, School of Computing
	$14M	State Appropriation				Vernon Smith Hall; Hybrid Learning; Advanced Computational Infrastructure
Total:	$98M					

All Funds FY 2021 Budget Assumptions: Expenses



FY21 Baseline Planning Category	Proposed Increase	Funding Source	Gov Budget	House Amendment	Senate Amendment	Rationale for Increase
Major Initiatives						
Online Virtual Campus	$11M	State Appropriation	$1.15M NGF Planning			Expansion of Online Virtual Network to include JMU
Telecomm/Network-Phase 11	$45M	$25M GF; $20M NGF	$19.945M 9d debt; $19.672M VCBA	($16.4M NGF)	N/C	House adjustment to reflect Phase II cost estimates
Robinson Hall Furnishings & Equipment	$11.3M	NGF; Previously authorized	No comment	$11.3M NGF Bonds	$15.4M (includes $3.7M VMI Project)	
Maintenance Reserve	$5.9M	State Appropriation	$5.9M-Yr1; $5.9M-Yr2	N/C	$274M total; Mason's share not yet broken out.	
Academic VIII	$186M	State Appropriation	$7.5M NGF Planning	Approved for planning in FY20 or FY21. Cannot submit plans until 2022.	Approved for capital approp. in FY22. Cannot be reimbursed until then.	
CCI		State Appropriation	Reduced funding by 50% to $10M/Yr1; $5M-Yr2	$10M-Yr1; $10M-Yr2	$20M-Yr1; $20M-Yr2	
S-CAR/Point of View	No request	Bonds NGF	No comment	$4M bonds; $4M NGF philanthropic match	No comment	

All Funds FY2021 Budget Assumptions

Change In Operating Funds: FY2020 Budget – Proposed FY2021 Budget

(Dollars in Millions)		
	FY 2021 Proposed Budget	**$ 1,341.3**
	FY 2020 Budget	**$ 1,215.0**
	BUDGET CHANGE	**$ 126.3**
SOURCE OF FUNDS		
Gross Tuition & Fee Revenues		**$ 48.00**
Undergraduate and Graduate Financial Aid -Institutional Aid only		**$ (10.00)**
Net Tuition & Fee Revenue		**$ 38.00**
Philanthropic Activities		**$ 1.1**
State support – General Fund		**$ 10.0**
State support – Research equipment		**$ 5.0**
State support-TTIP Operations & Eq't		**$ 8.2**
Other Operating Revenues		**$ 0.6**
Self-Supporting programs – Auxiliary Enterprises		**$ 6.9**
Room & Board		**$ 2.7**
Mandatory Student Fees		**$ 3.2**
Other Auxiliary Enterprises		**$ 1.0**
Sponsored Research		**$ 23.0**
Research contracts and grants (based on spending levels)		
Capital- State Authorized Projects		**$ 30.0**
State Financial Assistance		**$ 3.47**
TOTAL INCREASED (DECREASED) REVENUES		**$ 126.3**

E&G
TTIP
Auxiliary Enterprises
Sponsored Research
Capital
State Financial Aid

All Funds FY2021 Budget Assumptions

Change In Operating Funds: FY2020 Budget – Proposed FY2021 Budget

(Dollars in Millions)		
	FY 2021 Proposed Budget	**$ 1,341.3**
	FY 2020 Budget	**$ 1,215.0**
	BUDGET CHANGE	**$ 126.3**
USE OF FUNDS		
Compensation – Faculty and Staff-3% increase		**$ 11.69**
GMU Foundation support for Mason		**$ (1.00)**
Auxiliary Enterprises (includes Room & Board Operational Cost increases)		**$ 6.93**
Auxiliary Enterprise Strategic Investment Requests:		
Organizational Restructuring to enhance efficiency		**$ 0.41**
Program & Service Enhancement Funding (includes Athletic scholarships)		**$ 6.53**
NEW E & G Strategic Investment Requests:		
Strategic Plan initiatives (includes new faculty lines, compensation & retention)		**$ 7.30**
Core-based business needs/Program & Service Enhancement Funding (Base)		**$ 12.00**
Core-based business needs/Program & Service Enhancement Funding (One-Time)		**$ 2.75**
Mandatory Items:		
Organizational Restructuring to enhance efficiency		**$ 6.65**
Contractual cost escalation and facility support (Base)		**$ 1.80**
Contractual cost escalation and facility support (One time)		**$ 2.40**
Institutional Reserves annual replenishment		**$ 5.00**
Non-personnel operating budget increase-3%		**$ 6.00**
NEW Capital Requests:		
E & G Capital Requests		**$ .50**
Auxiliary Enterprise Capital Requests		**$ 14.20**
New TTIP Operating expenses-launch costs		**$ 10.50**
Capital Outlay		**$ 9.90**
Student Financial Aid		**$ 3.47**
Research contracts and grants		**$ 23.00**
TOTAL INCREASED (DECREASED) EXPENSES		**$ 130.02**
TOTAL RESOURCE GAP		**$ (3.71)**
E & G ONLY		**$ (6.40)**

E&G
TTIP
Auxiliary Enterprises
Sponsored Research
Capital
State Financial Aid

Budget Calendar Highlights

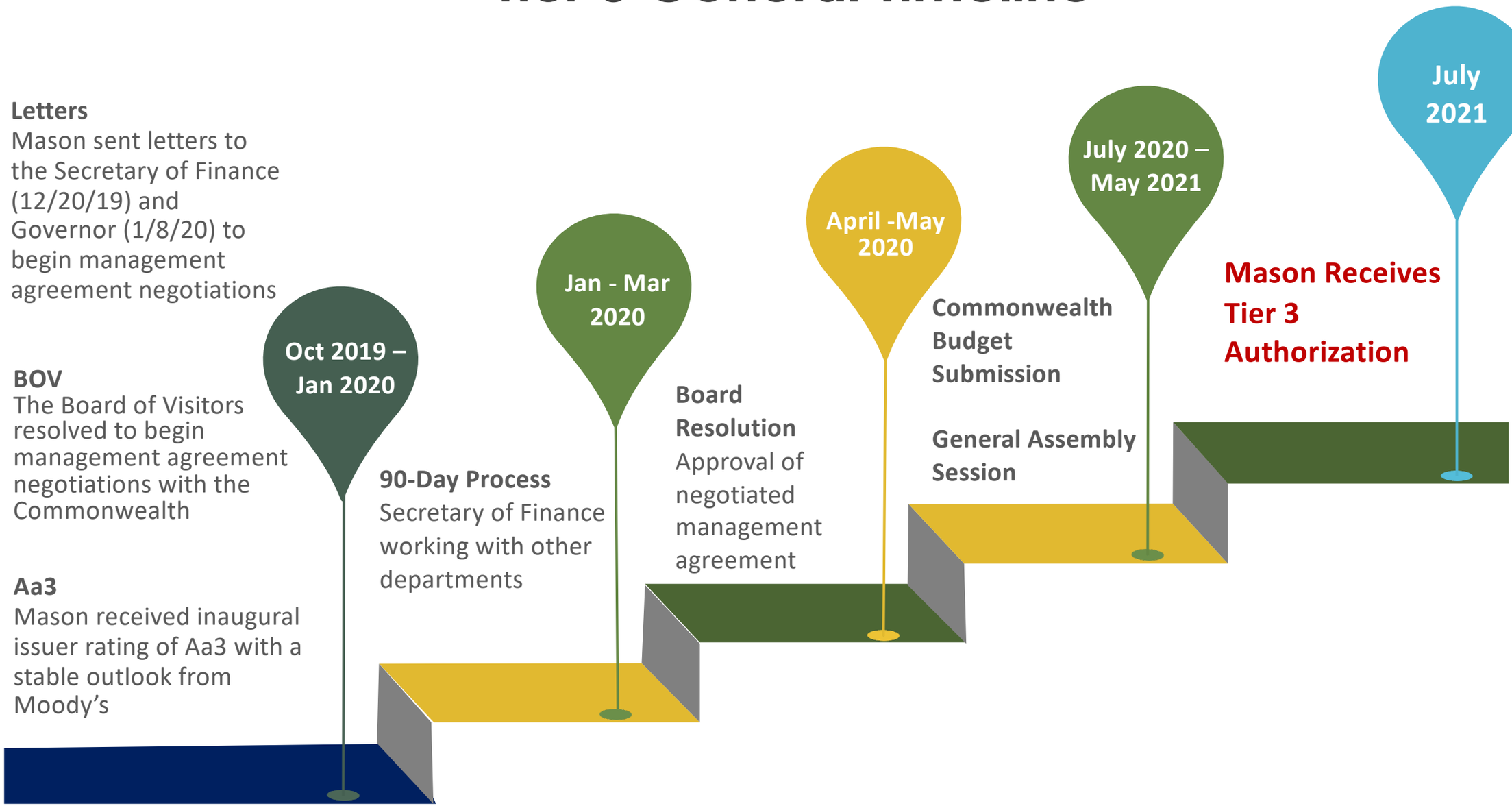
- ❑ **February 16, 2020:** Budget recommendations released by House Appropriations and Senate Finance
- ❑ **March 5, 2020:** Budget Conference Report on legislators' desks
- ❑ **March 26, 2020:** Student Town Hall
- ❑ **April 2, 2020:** FLUC Info Session & Public Comment Session
- ❑ **May 6, 2020:** FY 2021 Budget Approval by BOV

Tier 3 General Timeline

Letters
Mason sent letters to the Secretary of Finance (12/20/19) and Governor (1/8/20) to begin management agreement negotiations

BOV
The Board of Visitors resolved to begin management agreement negotiations with the Commonwealth

Aa3
Mason received inaugural issuer rating of Aa3 with a stable outlook from Moody's



FY 2021 Proposed Room & Board Rates

Room & Board - Guiding Principles

Affordability

- Create an affordable living environment for students.

Accessibility

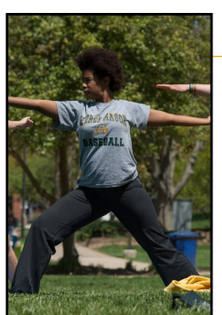
- Provide access to on-campus living and dining options.

Involvement

- Foster activities and support groups to increase student retention and graduation rates.

Sense of Community

- Craft an environment where students feel part of the Mason community.



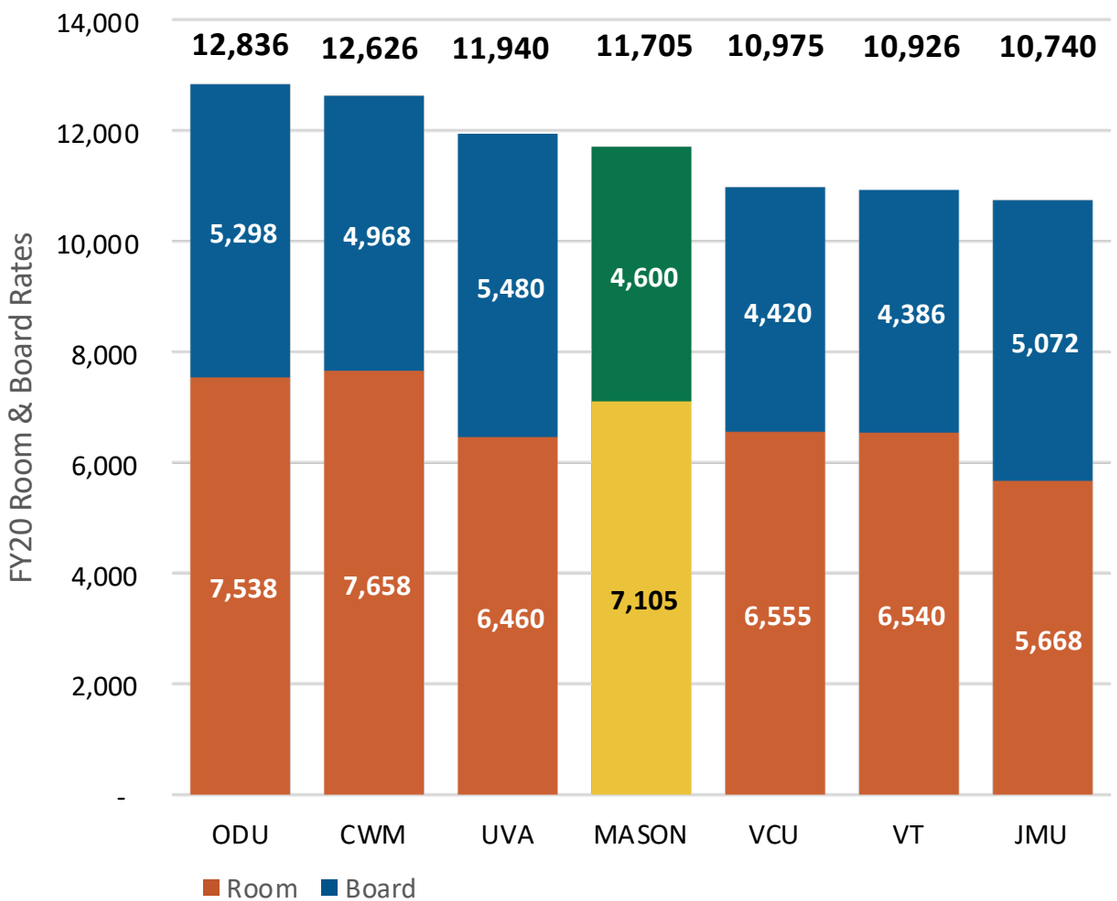
Well-Being

- Offer healthy meal plans with options for specialized nutrition and access to dieticians.

FY 2020 Room & Board Rates Comparison

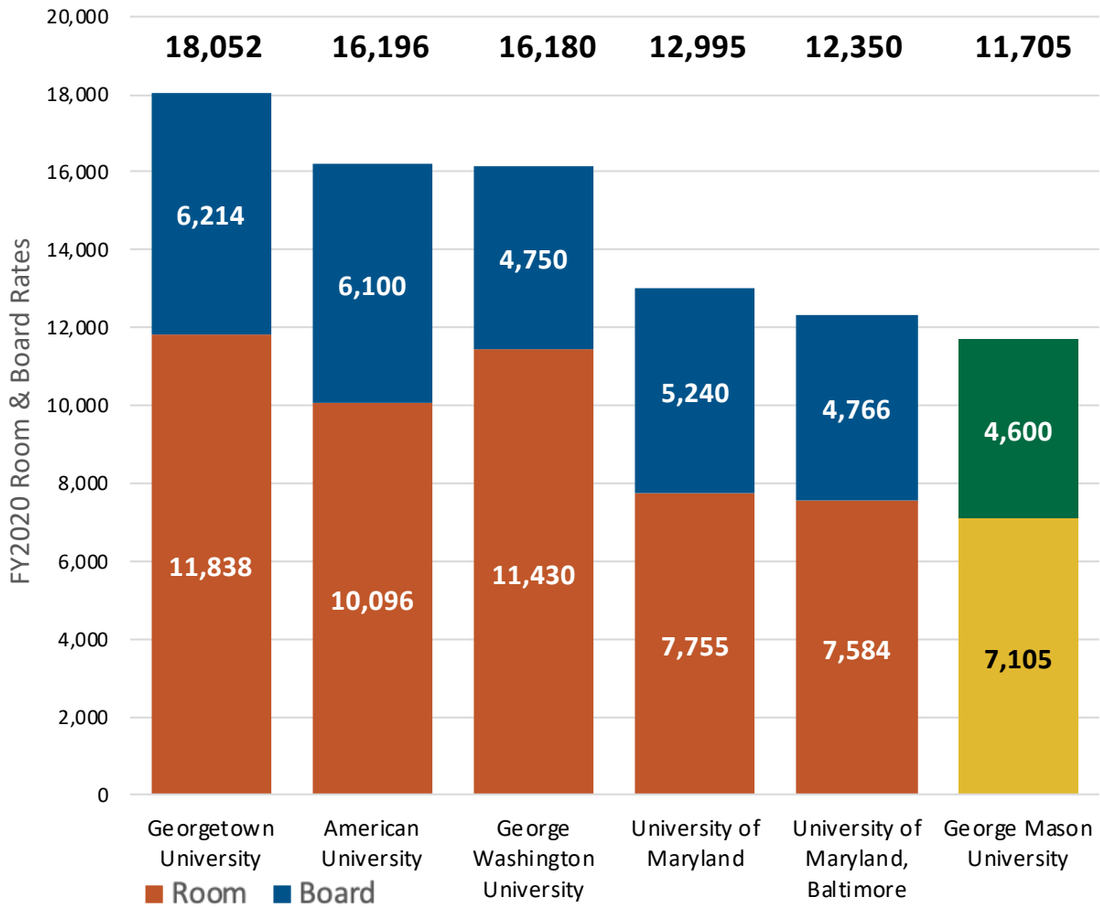
Commonwealth Universities

FY20 Room & Board Rates
Freshmen Traditional Double and Independence Plan



Regional Universities

FY 2020 Room & Board Rates
Freshman Traditional Double and Independence Plan



FY 2021 Proposed Room & Board Rates

Freshman Traditional Double & Board	FY20	FY21	Change ($)	Change (%)
Traditional Double Room Rate	$7,105	$7,260	$155	2.2%
Independence Meal Plan Board Rate	$4,600	$4,830	$230	5.0%
Total Room & Board	**$11,705**	**$12,090**	**$383**	**3.3%**

Proposed room and board increase for FY2021:

- 2.2% for housing
- 5.0% for dining meal plans

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's proposed FY 2021 Room and Board rates as outlined in the Board Book.

MOTION: _____

SECOND: _____

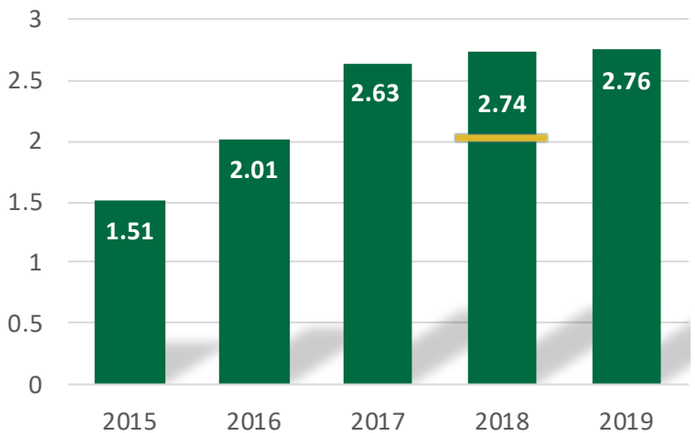
Debt Policy Compliance

Financial Ratios

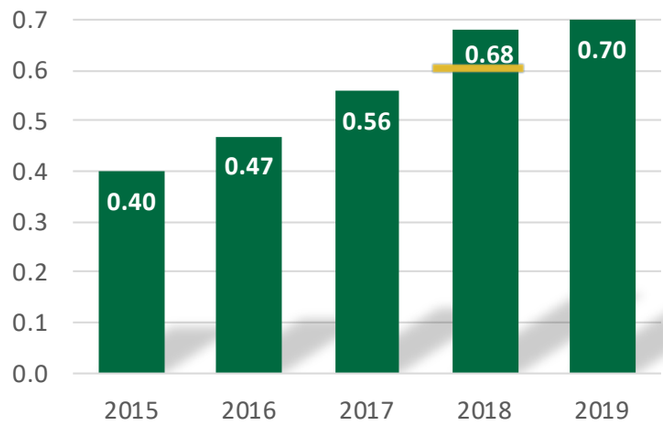
Benchmark : Moody's Public University 2018 Medians "A" Rating Category

**2019 ratios based on unaudited financials*

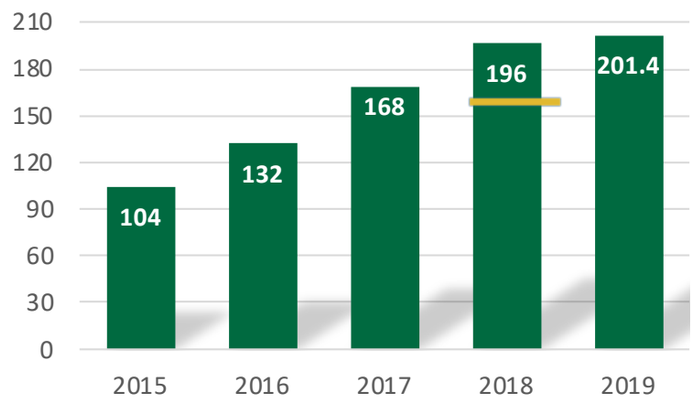
Debt Service Coverage
(Operating Cash Flow/Debt Service)



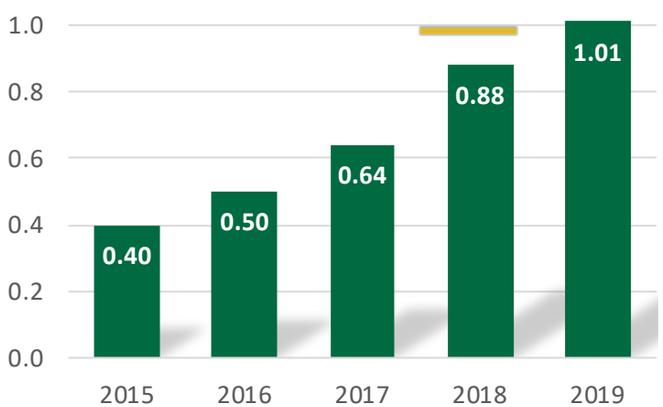
Operating Reserve
(Spendable Cash & Investments / Operating Expenses)



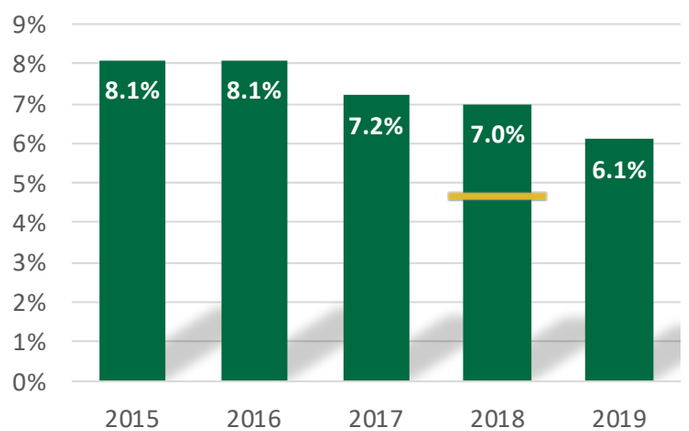
Annual Days Cash on Hand
(Annual Liquidity/Operating Expense)



Financial Leverage
(Spendable Cash & Investments / Total Debt)



Debt Service to Operations
(Debt Service/Operating Expenses)



Board Resolution

The Finance & Land Use Committee recommends approval by the Board of Visitors of the resolution stating the University is in compliance with the Debt Policy.

MOTION: _____

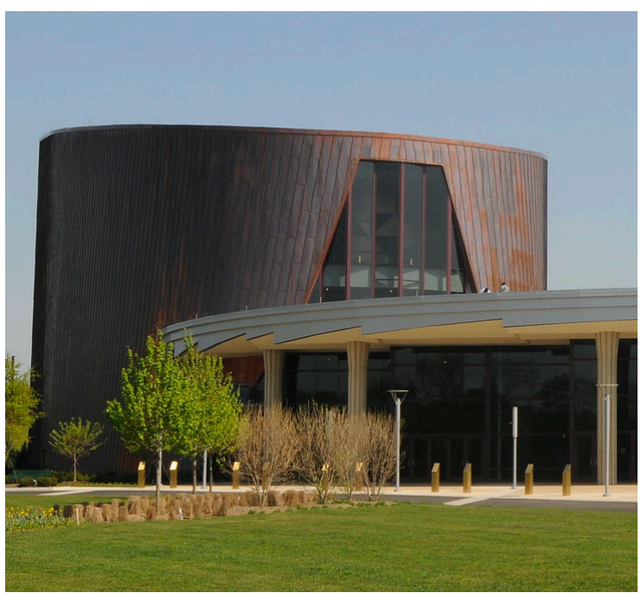
SECOND: _____

Capital Matters

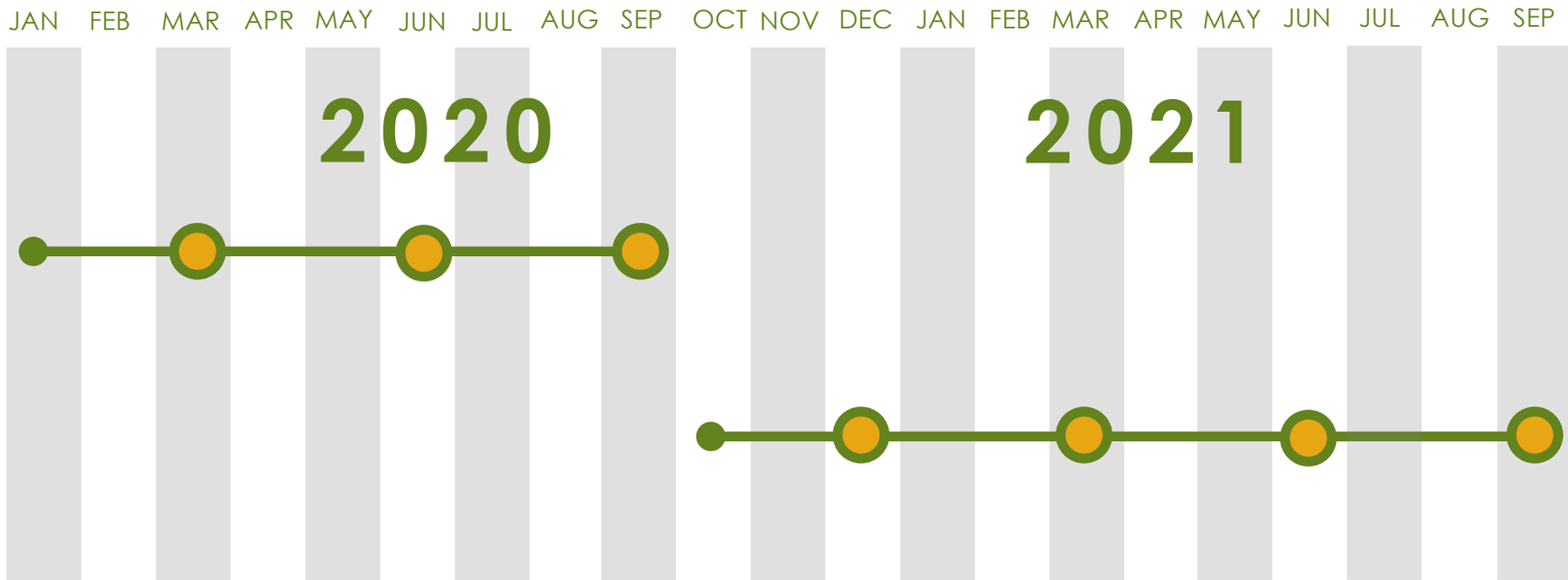
Master Plan: Vision

- Campus of the 21st century
- Support Strategic Plan
- Functional, well maintained, and beautiful campuses
- Environment for learning, discovery, engagement and growth

- Framework to guide strategic decisions
- Structure for placemaking
- Accommodate increases in student enrollment and research growth



Master Plan Schedule



Phase I - Campus Programming:

- Growth projections
- Space requirements

Phase II - Campus Planning:

- Establish Principles to guide campus development:
  - Land use, facilities, open space & infrastructure plans

Applying Vision and Master Plan to IDIA

Pillars

- Innovative Learning
- Innovation Engine
- Community Builder
- Diverse Academic Community
- Support Teaching and Faculty Excellence
- Research of Consequence

Goals

- Attract & Prepare Talent
- Social & Economic Inclusion
- Corporate Engagement
- Quality Streetscape & Pedestrian Experiences
- Congregation & Collaboration
- Placemaking & Programming
- University Research & Innovation Platform

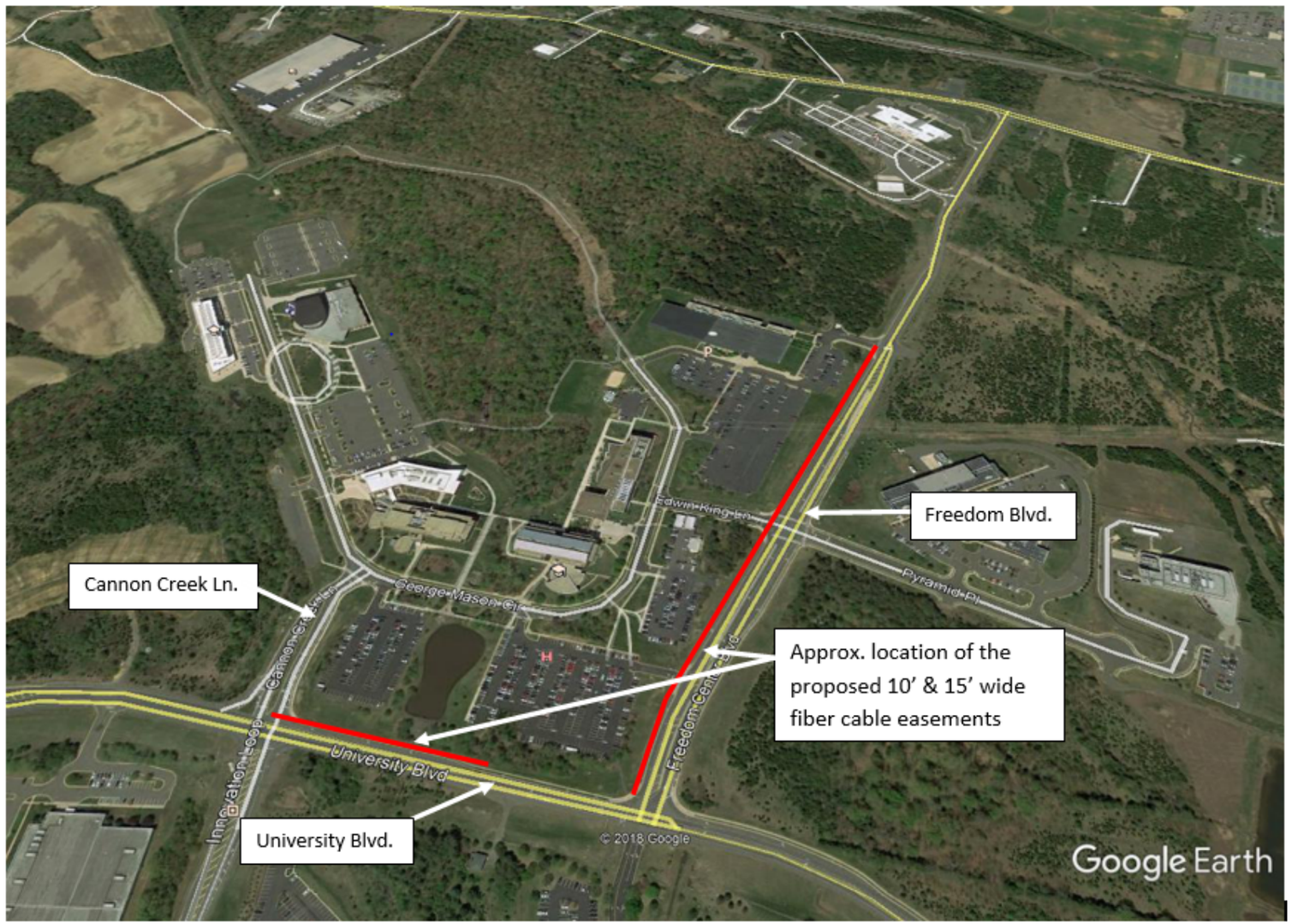
Initiatives

- Establish School of Computing
- Execute public-private partnership to develop transformative building on Arlington Campus
- Produce additional 5331 graduates by FY 2040 in Tech Talent degree fields

SciTech Campus Fiber Easement

- Amazon Web Services has requested easement to install fiber optic cable on border of SciTech Campus.
- Area currently contains utility installations. If needed, AWS will relocate some or all installation.
- Appraised value is $101,000.
- AWS will compensate The Commonwealth the appraised value plus cost of appraisal services.

SciTech Easement Aerial



Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors of the Amazon Web Services easement request at the SciTech Campus.

MOTION: _____

SECOND: _____

Eastern Shore Residence Hall Renovation

New Capital Project in Eastern Shore Residence Hall

Renovate group living areas into suite style student rooms and faculty apartments:

- 48 new student beds
- 4 faculty apartments

Scope: 8,000 SF

Total Project Cost: $4,004,000

Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors to add Eastern Shore Residence Hall Renovations to the University's Capital Plan.

MOTION: _____

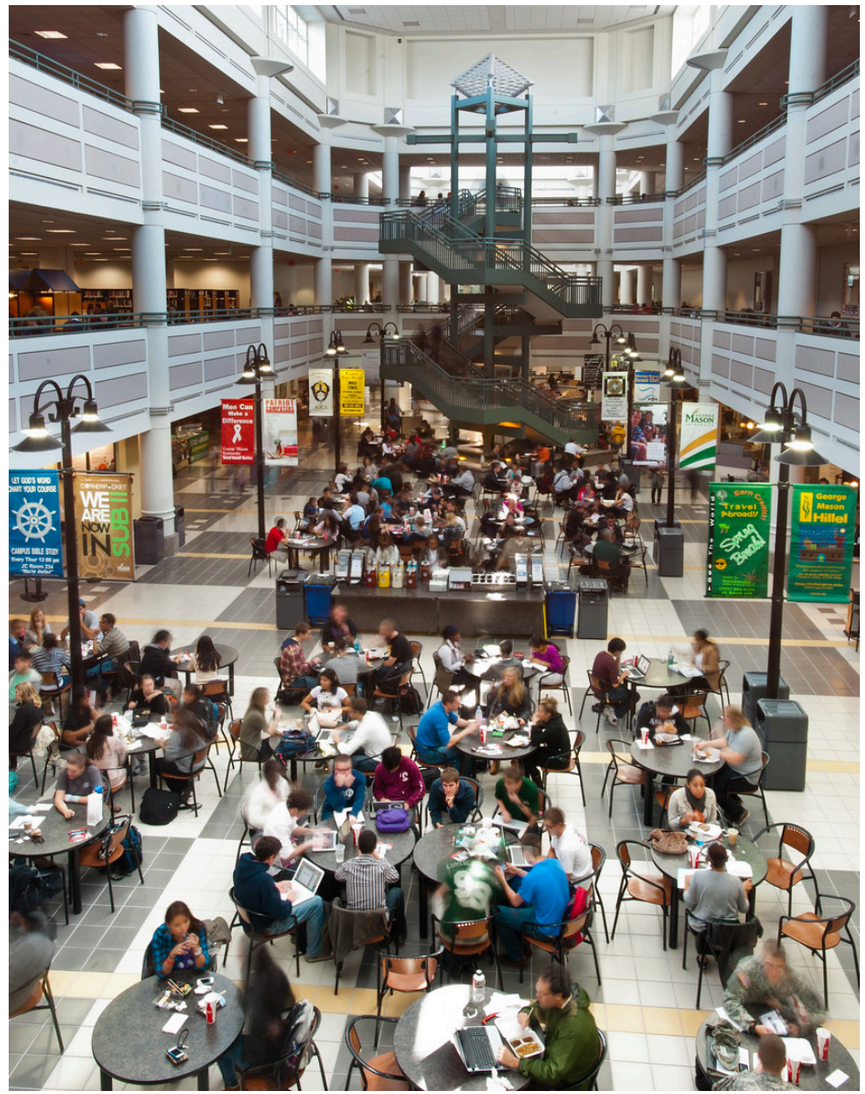
SECOND: _____

Johnson Center HVAC Project

- Request for major modification to current Capital Project to increase budget
  - Elements of Johnson Center HVAC system are at end of useful life
  - Many are original to building (1993)
  - Includes replacement of Air Handling Units & Smoke Evacuation System

- Current approved budget is $3,049,000 (includes $2,225,000 for construction)

- Total project cost is $5,343,837 (includes $4,350,000 for construction)



Board Recommendation

The Finance & Land Use Committee recommends approval by the Board of Visitors to modify the Johnson Center Air Handling Unit Upgrades project budget in the University's Capital Plan.

MOTION: _____

SECOND: _____

Appendix

Capital Projects Stoplight Chart

Facilities Projects Listing

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
		Construction									
	Multiple	Eagle Bank Arena Upgrades		82,000	$ 4,845,000				12/1/16	8/22/19	99.0%
	18011-000	Hylton Center Addition*	17,082	360	$ 13,481,383				8/1/18	10/15/19	99.0%
	18207-000	Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	$ 119,631,000				7/1/18	12/31/21	37.0%
	18208-000	Improve Utility Distribution Infrastructure Fairfax (Phased)*			$ 51,539,000				8/1/18	12/31/21	54.0%
	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	18,000		$ 6,561,287				6/17/19	5/25/20	82.5%
		Design									
	18339-000	Telecom Infrastructure*			$ 9,788,000				12/1/20	1/1/21	N/A
	18000-000	Life Sciences - Bull Run Add DPB*	100,000	5,000	$ 58,946,302				4/1/21	8/1/23	N/A
	A8247-027	Johnson Center HVAC Repairs			$ 3,049,500				9/1/20	12/1/21	N/A
	A8247-024	Hylton Center HVAC Repairs		112,352	$ 4,025,000				5/1/20	2/15/21	N/A
		Planning									
	247-18423-000	Relocate Storm Water Infrastructure and Demolish Original Bldg.			$ 7,500,000				8/1/20	8/1/21	N/A
		Grand Total This Report	**352,808**	**222,873**	**279,366,472**						

Data as of January 2020

* Pool Funded Project; will require DPB/DEB approval for release of funds after Preliminary Design

STOPLIGHT KEY	
Red: Likely to exceed approved budget/schedule/scope	
Yellow: At risk to exceed approved budget/schedule/scope	
Green: Within approved budget/schedule/scope	

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of the Executive Committee
December 12, 2019
MINUTES

PRESENT: Rector Davis, Vice Rector Hazel and Secretary Blackman; Visitor Moreno; Interim President Holton and Secretary pro tem Barton.

ABSENT: Visitor Roth

ALSO ATTENDING: Visitors Iturregui, Rice and Zuccari; Student Representatives Gelbvaks; Faculty Representative Davis

I. Call to Order

Rector Davis called the meeting to order at 8:01 a.m.

II. President's Comments

Rector Davis recognized Interim President Holton for comments. She referred to the President's Report and solicited Board feedback. She noted changes in the format which included a paragraph with a preview of the day. Interim President Holton provided two highlights for the day, the first was a budget update from Senior Vice President for Administration, Carol Kissal, which pertained to budget preparation for the coming year. She noted the second highlight pertained to preparation by Provost Wu and his team regarding the University's Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation in 2022. Interim President Holton spoke to the Resolution to Proceed to Tier III which required a two-third absolute vote from the full Board.

The Rector encouraged the Board members in attendance to remain for the vote in the afternoon.

III. Closed Session

Rector Davis called on Vice Rector Hazel for a motion to go into Closed Session. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Moreno that the Executive Committee go into a Closed Session pursuant to Virginia Code Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation, and other legal matters. And Section 2.2-3711.A.1 to discuss a personnel matter pertaining to a specific employee. And Section 2.2-3711.A.29 to discuss the award of a public contract involving the expenditure of public funds pertaining to the discussion of potential partnerships. And Section 2.2-3711.A.9 to discuss gifts, bequest, and fundraising activities pertaining to the discussion of gifts in support of the law school. AND Section 2.2-3711.A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice, concerning the aforementioned issues.

Rector Davis opened the floor to discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Vice Rector Hazel that the Executive Committee go back into open session and further moved that by ROLL CALL VOTE certify that only public business matters lawfully exempted from open meeting requirements, and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the closed meeting by the Board.

Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his or her judgment has taken place.

Roll call was taken with all present members responding in the affirmative.

MOTION CARRIED UNANIMOUSLY

IV. Adjournment

Rector Davis opened the floor for discussion. There was none. With no other additional business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:26 a.m.

Respectfully submitted,

Leslie Barton
Secretary pro tem

BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
December 12, 2019
MINUTES

PRESENT: Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Chimaladinne, Iturregui, Kazmi, Moreno, Moss, Reagan, Rice, Roth, Witeck and Zuccari; Faculty Representative Davis; Student Representatives Gelbvaks and Layton; Interim President Holton; and Secretary pro tem Barton.

ABSENT: Visitors Marquez and Prowitt.

I. Call to Order

Rector Davis called the meting to order at 1:36 p.m.

II. Approval of the Minutes (ACTION ITEMS)

A. Executive Committee Meeting Minutes for October 10, 2019
B. Full Board Meeting Minutes for October 10, 2019

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board meetings of October 10, 2019. Rector Davis opened the floor for discussion. There was none. The minutes stood approved as written.

III. Rector's Report

Rector Davis advised the Board of the Commonwealth's requirement to file an annual financial disclosure statement. He noted the filing period for completion would be January 1 to February 1, 2020 and the reporting period was for January 1, 2019 through December 31, 2019.

Rector Davis advised the Board of the vote on the Resolution to Proceed Tier III. He noted that he would move that vote to the top of the committee reports. He further noted that the resolution required a two-thirds absolute majority in affirmation to pass, he encouraged the Board to remain for the vote.

Rector Davis appointed an Announcement Committee of the Board of Visitors. He noted the committee members as: Carolyn Moss, Paul Reagan, Edward Rice and Bob Witeck; Rector Davis appointed Visitor Rice announced as the Chair. Rector Davis noted that the sole function of the committee pursuant Virginia's Freedom of Information Act is to announce at the appropriate times that the Board would meet at an undisclosed time and location within 15 days of the announcement, for the purpose of interviewing candidates for president of the University.

A. Presidential Search Announcement Committee of the Board of Visitors

Rector Davis called on Vice Rector Hazel to report on the progress of the Presidential search.

[VERBATIM]

Vice Rector Hazel: Thank you, Mr. Rector. One item of business first before we have some comments from myself and my co-chair Shannon Davis. Likewise, we need to appointment an announcement committee of the search committee. So, the Presidential Search Committee will put forth for approval a Subcommittee of the Presidential Search. The only responsibility of the Announcement Subcommittee will be to meet pursuant to requirements of the Virginia Freedom of Information Act, to announce at the appropriate times that the Presidential Search will be meeting at some undisclosed time and location within fifteen days of the announcement, for the sole purpose of interviewing candidates for presidency of the University. Pending approval, the recommended committee members of the Search Announcement Committee are: Carolyn Moss, Edward Rice, Carole Scott, and Germaine Louis. And Ed, would you also consider being Chair of that?

[Visitor Rice replied affirmatively]

Vice Rector Hazel: Thank you. I appreciate that.

Vice Rector Hazel: So, the search is proceeding well. I think everybody in the University should be pleased with the interest that we have in the position. From across the country and even internationally, we've had a very high level of people apply or be nominated for the position. We are working our way through that. We were sort of in the receiving end of that, until November. In the middle of November, we have now started to look at candidates more seriously. We had a committee meeting this past Friday, which unfortunately had a mistake in the public notice. There were four places to be advertised and we got three and we missed one, and we apologize for that. We are sorry that happened. We are taking corrective steps, so that it will not happen again. There was very little activity in the open part of Friday's meeting. There was the approval of the previous minutes, and there was the vote on the appointment of the same Announcement Subcommittee that I just read to you all. So, we will be meeting again tomorrow. Hopefully everybody's seen the notice on that. We are still working on candidates. We have…

Rector Davis: Time and place for everybody in the audience there.

Vice Rector Hazel: Yes, it's in this room at 8:00 o'clock tomorrow morning. Scheduled to go from 8:00 to 1:00. The majority of the meeting will be in closed session. But anybody who wants to come is welcome for the open session meeting. We have not yet asked anybody for an interview. I think it's important to understand that. We are still working through on paper only. We are working through CV's and cover letters, and reference letters. We hope to be able to start interviewing in January of next year. I know I've said previously that it would be the goal of the committee to try and have final candidates, and hopefully a decision by the end of February. But I will repeat what I have said before, if it takes more time to do that, we will take more time to do that. We had to have a goal to work against. But I appreciated the participation of everybody who is a member of the Search Committee. We literally had a full committee, and people are doing the work they need to do to make the search produce at the end of it; the best person to lead this University into its next adventures. Shannon, would you like to add comments from your perspective.

Faculty Representative Davis: I do. First of all, I want to say thank you to all of the folks who were able to come out to the Community Session, it was a vibrant conversation. Many of the Search Committee members were able to attend, or were able to watch the video afterwards. And we appreciate the continued interest of everyone. I want to speak for just a moment not only as Co-Chair, but as the Chair of the Faculty Senate. All of the Board members have at their place the Faculty Senate Statement on the Presidential Search Process [Attachment 1]. You may not have had a moment to read it yet, but let me give you the highlights of this Faculty Senate statement on the search. Over the past two months the Faculty Senate and the faculty and University as whole has been engaged in a vibrant discussion and debate about the extent to which that the search process will be consistent with the Faculty Handbook. Currently as you'll note the Faculty Handbook states the search and selection process must include opportunities for the general faculty to meet with candidates before finalist for the Presidency. On November 6 the Faculty Senate asked for a public forum where each finalist is invited to give a presentation to include the general faculty, and or faculty, students and staff to be invited to provide feedback for each finalist. In line with the Faculty Handbook, the Faculty Senate also asked for feedback from the broader faculty community on the extent to which that, folks might be willing to engage with the process if there were options presented forward. And what you see in front of you are the votes, the motion that was voted on by the Faculty Senate. First, the expectation of the faculty as viable methods of engaging faculty include first, that multiple finalist should meet with faculty. Second, that it should be a live synchronous meeting with faculty. Third, that all who engage in meeting with the finalist be provided an opportunity to give feedback to the search committee; which would then be shared with you as the full Board of Visitors. The faculty were also…the Faculty Senate created a working group that it consisted of three faculty members, Bethany Letiecq, Keith Renshaw, and Solon Simmons who, solicited feedback from the general faculty on potential ways in which faculty could participate in the process. Faculty members in the Senate then rank ordered both the format that they would prefer to engage with finalists, to whom the meeting would be open, and the way in which a 'question and answer' session would be presented forward. You see this listed in the handout, first that

the faculty requested as the most preferred option, a completely open meeting with faculty and the finalists. Second, if that is not possible, that those who engage with the finalists be asked to sign a 'Code of Ethics' similar to that which was signed by the Search Committee. And then the least favorable option, but was still an option that was within the realm of possibilities was a live meeting that was held in some way to hide the identity of finalists. And I want to pause for a moment here because this particular option is an option that was brought up during several of the Community Sessions and Listening Sessions and actually was brought up specifically by the students. So, Vice Rector if you don't… if I could, I would like to yield the floor for just a moment to Camden Layton who is the Undergraduate Student Representative on the Board to speak a little about what he heard as a student, in favor of this particular approach.

Vice Rector Hazel: And he is a member of the Search Committee so yes, please.

Student Representative Layton: The student government, the student senate never came out with any official statement or anything. So, speaking as the student representative I know that there is a lot of want to have some kind of interaction. With some students that I have talked to, a live meeting, like a chat room – like it says, was something a lot of people brought up as a possibility and they would like to see if we can't have that in-person meeting. But I definitely would like to see something like that, I really like that option if we couldn't do an in-person one.

Vice Rector Hazel: Thank you Camden, appreciate that.

Faculty Representative Davis: Just a few more specific points that if the meeting were not to be able to be open to the general faculty as designated by the Faculty Handbook, the next order of preference was that the meeting be open to Faculty Senators as by the charter of the Faculty Handbook, Faculty Senate is the representation of the general faculty. And finally, the least preferable option is for a few faculty members to be able to come on a first come first served basis. And then finally as you see in point six, the preference is for an open 'question and answer' session, and then the last favorable option is for a question development process. You have the additional materials in front of you. But to say this very clearly as Faculty Senate Chair, the faculty are engaged in this process, and want to have an opportunity more broadly to be able to speak to you as the Board of Visitors about their thoughts on the next person who will lead the University. And so, I ask that as the Board moves forward in your deliberations around how to proceed and engage in the community, that the faculty interests, desire and commitment to the future of this University be a part of those deliberations.

Rector Davis: Shannon, thank you very much. Look, I think from the outs, having the Faculty Senate present and Co-Chair is something most universities don't do. While allowing the faculty to basically pick their membership on the committee. We're committed to making this as broad as we can, it's just a little early in the process I think at this point to bind ourselves to a certain procedure. But I want to give everybody's assurance that we need faculty input as we move down the road on this thing. We're going to get it, I'm not sure at this point what the best way to do it, but you'll be part of that conversation. We don't want…the last thing we want to do it to pick somebody, then have a faculty uprising. We're all in this thing together, and the same goes for the students. Let's work together as we move through this. I give my assurance, and I think the Board would agree that we want to keep you involved in this. And once we know what we're dealing with and have narrowed this down, we'll have a better idea. We just don't know yet.

Vice Rector Hazel: So, I agree with the Rector. Some of us are more engaged and informed on the search process at the moment than others. Which is why I thought it was important for you all to hear Shannon's comments and presentations about some of the ideas that have been put forward that could be a solution to this situation. What I would like to ask my colleagues on the Board of Visitors to do, take them, think about them, help us find a way to making this work. And I would appreciate your input as you do so.

[Vice Rector Hazel called on Visitor Moreno]

Visitor Moreno: I just wanted to note that the next meeting of the Board is going to be in February. And it may be that we will have to find a way to have a conversation about the process, we'll just have to align

the timeline for the selection with when this Board gets together or find another way of getting input so that we're sure we're answering the request before the Board takes any action. So, it's just a calendar issue.

Rector Davis: Look, and the calendar is not our enemy here. We can be flexible in terms of how we do this, but the last thing we're going to do is just come out with a name, and not have much additional faculty input. Let me just say for myself, and I think for the Board, we appreciate resolutions, we appreciate your thoughts on this, and opening up. We don't consider this adverse or hostile in any way. We want to continue to keep you involved in conversation, and we're just trying to figure out the best way. So, work with us, we are all on the same team, and thank you very much.

Vice Rector Hazel: Nothing further.

[VERBATIM ENDS]

(Attachment 1: Faculty Senate Statement on the Presidential Search Process)

IV. President's Report

Rector Davis called on Interim President Holton to provide the President's Report.

Interim President Holton referred to the report, and noted the changes to the format. She further noted that the first two pages of the report provided a preview of the Board meeting, select campus activities, and an update on key priorities. She solicited Board feedback on the changes to the report, and asked for feedback regarding the usefulness of the content. Interim President Holton noted that her team also worked to deliver more follow up material, she referenced the October 10, 2019 meeting Executive Summary provided at the Rector's behest. She noted that the Board will hear more from her office in-between Board meetings.

Interim President Holton noted a faculty highlight that was not included in the President's Report, she noted that Professor of Criminology, Law and Society, Cynthia Lum was recognized as one of the State Council for Higher Education for Virginia (SCHEV) Outstanding Faculty awardees. Interim President Holton noted areas of Professor Lum's work. She further noted the yearly SCHEV luncheon to honor the faculty awardees in the spring, and invited the Board to join her.

Interim President Holton spoke to a few student highlights which included an update on the men's basketball team record, ten wins and one loss for the season. She noted that it was the strongest opening the university has had in decades. Interim President Holton noted the university's pep band, the Green Machine, the cheer team, the student section, and invited the Board to join the experience. She spoke to hosting monthly student dinners at the Mathy House with different student groups such as the Early Identification Program (EIP), Reserve Officers' Training Corps (ROTC) students, and the Mason DREAMers.

Interim President Holton spoke to key priorities specifically the Arlington Innovation District Project, and the magnitude of the work to be completed. She noted the online education programs, and the expansion of the University's online program which include undergraduate plans. She spoke to the working groups currently involved in collecting necessary data for the potential expansion. Interim President Holton spoke to potentially having the business and financial models early in the new year to potentially discuss and decide upon a launch at the February Board meeting. She noted that the Board will hear more regarding this initiative, especially if action Board was required.

Interim President Holton provided a legislative update. She has met with both executive and legislative branch colleagues in Richmond. She noted that the Governor's budget will be announced December 17, 2019, and further noted receptiveness from the Governor's office and legislative supporters regarding the University's state funding issue. Interim President Holton spoke to the Commonwealth's competing interests for state revenue, and noted a couple of the Governor's education initiatives for preschool and community college. She spoke to the translation of increased state funding for the University into higher student outcomes by supporting the faculty and staff. She noted addressing issues such as faculty to student ratios, and the ability to attract and retain faculty in order to help students succeed.

Interim President Holton recognized Michelle Marks, Vice President for Academic Innovation and New Ventures to present the Board professional development as required by the Commonwealth. Rector Davis welcomed Vice President Marks.

A. Continuing Education (per HB1952 2013) – Michelle Marks

Vice President Marks spoke to the University's invitation to be a member institution in the American Talent Initiative (ATI). She referenced the chart in her presentation regarding a study by the Pell Institute regarding trends in higher education in relation to family income, and discussed the interpretation of the chart. She spoke to the goal of Bloomberg Philanthropies and the Aspen Institute who have share a joint goal of having more students from lower and moderate-income families attend top colleges and universities. Requirement for inclusion in the ATI cohort was a minimum of a 70% six-year graduation rate. She noted that there were 30 institutions who were included in 2016, now there are 123 institutions, and the goal of ATI institutions is to admit an additional 50,000 students into the ATI collective of universities by 2025 with hopes of moving them through. She further noted that for example if each ATI member institute admitted 40 under-represented students through a transfer pathway each year, they would meet their goal. Vice President Marks noted that the University was invited to join the ATI cohort in 2019, and spoke to the differences between the University from the other institutions in the ATI cohort. She further noted that the ATI cohort university presidents gather each year to discuss best practices in the commitment to access to higher education, and different pathways for to serving underrepresented students. Vice President Marks spoke to the benefits for the University in this ATI membership and the access we will have to best practices and information to better serve our student. She noted her expectation is that the University will be a wealth of information to the ATI cohort as we serve a large population of underrepresented students.

Rector Davis thanked Vice President Marks and opened the floor for questions. Visitor Rice shared his interpretation of the chart. Discussion ensued.

Rector Davis recognized Vice Rector Hazel who provided Interim President Holton with a recommendation to invite students conducting undergraduate research. Interim President Holton thanked Vice Rector Hazel for his suggestion and noted that in the fall she mentored an Office of Student Scholarship, Creative Activities, and Research (OSCAR) student. She further noted that the undergraduate students would be displaying their work at a research forum tomorrow afternoon, and invited the Board to attend.

V. Provost's Report

Rector Davis recognized Provost Wu to provide the Provost's report.

Provost Wu spoke to beginning the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process this month. He noted that the University is up for reaffirmation in 2022. Provost Wu spoke to three main priorities that they were tasked by the Board to focus on including the tech talent initiative. He noted that the University has received a commitment from the Commonwealth including $235 million to increase both undergraduate and graduate student graduation rates in tech talent. Provost Wu shared a related key academic initiative in relation to the tech talent initiative, the establishment of the School of Computing. He noted the recommendation of the working group was to structure the School of Computing and the School of Engineering beneath a "Volgenau College of Engineering and Computing", subsequently elevating the current Volgenau School of Engineering to a college. He further noted an important element of the School of Computing as being multidisciplinary. Provost Wu noted a few programs under the multidisciplinary computing portfolio at the University to include data science, game design, and digital humanities. He spoke to the administrative structure and faculty from across the University will be affiliated with the School of Computing. He further noted that this will be the first school in Virginia to focus on computing. Provost Wu spoke to the University's obligation to deliver on the Commonwealth Memorandum of Understanding (MOU) a specific annual target of additional bachelors and masters degree production. He noted that the School of Computing as being the primary engine for degree production. Provost Wu noted from a financial

management standpoint, the Commonwealth appropriation for the tech talent initiative will partially flow into the School of Computing to support operations and faculty. He further spoke to the administrative structure as outlined in his presentation. Provost Wu spoke to the School of Computing launch, and further noted that the next step was to receive campus-wide input on the draft report submitted by the working group. He noted that the University was on track to successfully launch the School of Computing by Fall 2020.

Rector Davis opened the floor for discussion. Vice Rector Hazel noted that he liked the timeline for the launch, and thanked Provost Wu. Visitor Kazmi added his support, and noted the importance of the separation of computing from engineering. Rector Davis thanked Provost Wu.

VI. New Business

A. Exclusion Resolution **(ACTION ITEM) -** Melissa Perez

Rector Davis recognized Melissa Perez from the office of Research, Development, Integrity, and Assurance, to present the Exclusion Resolution.

Ms. Perez explained that the university holds a facility security clearance which enables the university to perform work on classified contracts. She noted that in order to hold a facility clearance, certain positions at the university must be granted personnel security clearances, or be excluded from this requirement. She also noted that the Senior Management official is one of the positions that must hold a clearance. Ms. Perez added that during the presidential search, Deborah Crawford, Vice President for Research, is the University's designated senior management official, and Vice President Crawford currently holds the required clearance. Ms. Perez spoke to her discussion with the Defense Counterintelligence and Security Agency (DCSA) representative for the University regarding a potential clearance for Interim President Holton. She noted that the representative advised that the University should not pursue a clearance for Interim President Holton. Ms. Perez explained that the reasoning was that as acting president, Interim President Holton is serving in a short-term capacity, and not seeking a permanent position; combined with the current backlog of security clearance cases, it was highly unlikely that Interim President Holton's clearance application would complete the adjudication process before a new President was selected. Ms. Perez noted that based on the advisement from the University's DCSA representative, the presented Exclusion Resolution excludes Interim President Holton from the requirement to obtain and maintain a security clearance, and further excludes her from accessing any classified information received by the University. Rector Davis thanked Ms. Perez, and asked if there was a monetary cost to the University for obtaining a security clearance. Ms. Perez replied that there was no cost to the University.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Moreno to approve the Exclusion Resolution as presented in the Board materials.

Visitor Moreno asked if there were routine or future decisions to be made on behalf of the University that Interim President Holton's would be excluded from. Ms. Perez responded that decision making could still occur provided there was no transfer of classified information. Visitor Moreno spoke to decisions Interim President Holton would need to make which may require reviewing classified information, and if there was a materiality issue. Interim President Holton responded, and noted that she has had discussions with senior management regarding classified work without needing to know the specific classified information. She also noted that in her time as Interim President, she has not experienced a real limitation in the performance of her duties by not having access to classified information. She further noted that she is not aware of any projects, or anything in the foreseeable future that would make the exclusion an issue. Interim President Holton thanked Visitor Moreno for her question. Rector Davis opened the floor for further discussion. There was none.

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(Attachment 2: Exclusion Resolution on Classified Information Access for A. Holton)

B. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Reaffirmation - Janette Muir and Matt Smith

Rector Davis recognized Janette Muir, Associate Provost for Academic Initiatives, and Matt Smith, Director of Accreditation to present on the Board requirements related to the SACSCOC Reaffirmation.

Associate Provost Muir spoke to the importance of the SACSCOC reaffirmation in terms of student success and the reputation of the University. She noted that reaffirmation takes place every 10 years and was a time of reflection. She also noted that the University's reaffirmation process has officially launched, and further that there was much to accomplish. Associate Provost Muir then turned the time over to Matt Smith, Director of Accreditation.

Mr. Smith thanked the Board and spoke to the self-study component required for reaffirmation by SACSCOC. He noted that the University was also preparing a student quality enhancement plan, which is a five-year initiative to enhance student learning, and student success. Mr. Smith also noted that the University has selected dates for reaffirmation, which will take place either the first or second week of April 2022. He spoke to the nine standards directly related to the operations of the governing Board. He addressed two standards not sufficiently addressed in the Board of Visitors (BOV) Bylaws, which are related to Board Member dismissal, and Board self-evaluation. Mr. Smith referred to the proposed action timeline in his presentation, and noted that during this December meeting he would provide considerations, and more information regarding the two standards discussed. He further noted that he would end his presentation with a request to engage with the Board to develop a path forward. Mr. Smith spoke to the timeline, and noted draft text would be provided by the February 2020 meeting for amending the Board Bylaws. He further noted the Board self-assessment provided on the proposed timeline for July 2020.

Mr. Smith provided more details regarding Standard 4.2.e, "The governing board has appropriate and fair processes for the dismissal of a board member." He noted that guidance provided by the SACS President was to adopt guidance provided by the Association of Governing Boards (AGB). He also noted peer institutions in Virginia, which typically adopt the exact language provided in Virginia Code 23.1-1304. He spoke to Standard 4.2.g, "The governing board defines and regularly evaluates its responsibilities and expectation." Mr. Smith noted that the current BOV Bylaws clearly defines their expectations, however there is no requirement for regular self-evaluation. He further noted the recommendation of the SACSCOC President to adopt policies of the Commonwealth. Mr. Smith spoke to the policy adopted by peer institutions, who have adopted language on specifying the frequency of evaluation and how the evaluation process is determined.

Mr. Smith requested of Rector Davis the best way to engage with the Board to determine new language for the Bylaws, the best path forward, and to involve the Board in this process. Rector Davis informed Mr. Smith that he has appointed Visitors Moss and Reagan to work with him on the Board standards. Rector Davis directed Mr. Smith to work with Visitors Moss and Reagan and to report back to the full Board. Mr. Smith asked for any questions. There were none.

VII. Committee Reports

A. Finance and Land Use Committee (ACTION ITEMS)
Rector Davis noted that he would start with the Finance and Land Use Committee.

Visitor Roth reported that the committee was briefed on the following: FY 2019 unaudited

financial statements, FY 2020 Q1 financial report and forecast, FY 2021 financial outlook, "Tier 3" history, key benefits and challenges, the amended Capital Lease with the George Mason University Foundation (GMUF) and the retirement plan investment policy review.

1. Resolution to Proceed to Tier III

Visitor Roth noted the committee voted that the Board of Visitors approve the University's request to enter into negotiations for additional delegated authority under the Commonwealth's Restructured Higher Education Financial and Administrative Operations Act of 2005. The University requested authority to negotiate a management agreement "Tier 3" or "Level 3" Authority. The Code of Virginia (Code of VA: §23.1-1004. B.2) requires at least an absolute two-thirds vote in affirmation of the resolution in support of the request for restructured operational authority under a management agreement by the Board.

It was **MOVED** by Visitor Roth to approve the Resolution to Proceed to Tier III and **SECONDED** by Vice Rector Hazel. Rector Davis added his comments on the operational freedom provided in moving to Tier III.

Roll call was taken, all 14 members present responded affirmatively.

Visitor Roth thanked the Board, and thanked all those involved who worked to get the University to get this stage.

(Attachment 3: Resolution to Proceed to Tier III)

(Attachment 4: Vote on Resolution to Proceed to Tier III)

2. Capital Lease Resolution
3. PPEA Solicitation

Visitor Roth presented two additional action items voted on by the Finance and Land Use Committee. She spoke to the Capital Lease Resolution and noted that the committee voted that the Board approve the Amendment of the Capital Lease as presented in the Board materials.

Visitor Roth also spoke to the PPEA Solicitation, and noted that the committee voted that the Board approve use of the Public Private Education and infrastructure ACT (PPEA) to issue a Request for Proposal (RFP) to select a real estate development partner for the Institute for Digital InnovAtion (IDIA) at the Arlington Campus.

It was **MOVED** by Visitor Roth to approve the Capital Lease Resolution and the PPEA Solicitation in block as provided in the Board materials, and **SECONDED** by Visitor Reagan. Rector Davis opened the floor for discussion. There was none.
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Rector Davis added that he tasked Board liaisons to oversee the Arlington campus initiatives. He noted that Visitor Roth had agreed to serve, and added that another Board member was needed. Rector Davis noted Visitor Iturregui's interest, and asked if he would be the second Board liaison. Visitor Iturregui agreed. Rector Davis thanked Visitors Iturregui and Roth.

(Attachment 5: Capital Lease Resolution: Amendment – GMUF & PW Housing LLC)

B. Development Committee

Rector Davis recognized Vice Rector Hazel to provide the Development committee report.

Vice Rector Hazel reported that the state of the George Mason University Foundation (GMUF) is

strong. He spoke to the pipeline of new Trustees, 18 have been nominated and they expect to onboard four to six new members. He noted that the Foundation has launched a new website gmuf.org, he and encouraged the Board members to visit the site. Vice Rector Hazel shared that for the first time, GMUF would host a meeting of the Virginia Higher Education Foundation next year. He noted the average returns on the Foundation investment portfolio was at 2.8%, they had exceeded their goal of 2.7%, and further noted a clean audit report. Vice Rector Hazel spoke to the support for the tech talent initiative in Arlington, and the approval by the Foundation of a $10.5 million gift to help the University meet its obligation to the Commonwealth. He spoke to the post campaign update by Marts and Lundy, he noted that in the $600.1 million campaign, 88% of the gifts received were donations under $1,000, and nine gifts were over $10 million. Vice Rector Hazel noted that as part of their post-campaign study, Marts and Lundy has identified a pool of potential donors for the University with a wealth capacity of $8 billion. He spoke to fundraising efforts for the Arlington Innovation District Development project, and noted that Robert Bull, President of the Compass Group has been hired as a consultant and would help campaign efforts for this project. Vice Rector Hazel spoke to feedback from the consultant as positive. Rector Davis thanked Vice Rector Hazel for his report.

C. Academic Programs, Diversity and University Community Committee (ACTION ITEMS)
Rector Davis recognized Visitor Witeck to provide the Academic Programs, Diversity and University Community Committee (APDUC) report.

Visitor Witeck reported that much of what was discussed during the APDUC committee was also discussed during the full board. He spoke to a presentation by Provost Wu regarding student initiatives, and an updated on the School of Computing. Visitor Witeck shared that Kim Eby, Associate Provost for Faculty Affairs and Development, presented on faculty excellence, and the programs and services in the works to retain and recruit world-class faculty. He noted that the committee also received a SACSCOS reaffirmation presentation from Matt Smith and Janette Muir.

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Reagan to approve all Action Items in block as presented in the Board materials, and he briefly noted them. Those Action Items were:

1. New Program Approvals
   a. MS, Learning Design Technology
   b. BS, Nutrition
   c. PhD, Mechanical Engineering
   d. MS, Kinesiology
   e. PhD, Kinesiology

2. Program Closures
   a. MA, History of Decorative Arts
   b. MS, Management of Secure Information Systems

3. Program Modification
   a. MEd, Guidance and Counseling to MEd, Counseling
   b. MS, Computer Forensics to MS, Digital Forensics

4. Faculty Actions
   a. Conferral of Emeritus/Emerita Status
   b. Elections of New Tenured Hires

5. Sci-Tech Campus Renaming Resolution

Rector Davis opened the floor for discussion. There was none.

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Rector Davis thanked Visitor Witeck.

D. Audit Committee
Rector Davis recognized Visitor Rice to provide the Audit Committee report.

Visitor Rice reported that the Audit committee met with representatives from the Auditor of Public Accounts and discussed the initiation of their annual audit of the University's financial statements, he further noted that they expect to complete their work by April 2020. He shared that the committee received a status update on management's work on recommendations for institutional compliance oversight, and integrating those responsibilities with enterprise risk management and University Audit. He further spoke to consultant recommendations and proposals for changes. Visitor Rice shared the committee was briefed on the status of a regulatory audit by the US Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) regarding the University's compliance with laws and regulations regarding non-discrimination. He noted that the audit has been underway since September 2018 and covers the employment process, including sourcing, hiring, promoting, laying off, firing and compensation. Visitor Rice spoke to an update regarding the University's research compliance programs, including financial management, managing outside interests, controlled research, potential misconduct, human and animal subjects, export controls among others. He noted that as the University's research portfolio grows, work will continue to grow as programs evolve. Visitor Rice shared that the committee reviewed the report on the approval of contractual conflict of interest waivers provided by the University Ethics Officer, and the audit status report in the Board materials. Visitor Rice noted that the Audit Committee wished all a Happy Holidays.

Rector Davis thanked Visitor Rice for his report, and opened the floor for discussion. There was none.

E. Research Committee
Rector Davis recognized Secretary Blackman to provide the Research Committee report.

Secretary Blackman reported that the sponsored project expenditures continue to be on track at 15% over last year's performance, and noted that the University is expected to have a record year in 2020 as well. He spoke to the dollar value of proposals submitted which are up over 3%, and the number of research proposals are up 2%, and further spoke to plateauing of research expenditures on the horizon. Secretary Blackman shared two faculty highlights, he noted that Professor Cynthia Lum was recognized as a recipient of the 2020 SCHEV Outstanding Faculty award, and also noted Associate Professor John Dale from the department of Sociology and Anthropology competed in an international competition to win a nine-month fellowship with the Wilson Center's International Fellowship program. Secretary Blackman spoke to a presentation by Professor Shobita Satyapal from the department of Physics and Astronomy, his team's research discovered the need for infrared and x-ray telescopes to uncover feeding supermassive black holes in colliding galaxies. He further noted that their discovery exhibited that this is more common than originally thought. Secretary Blackman shared that there were no committee follow up items, and the only committee action item was the approval of their minutes. Rector Davis thanked Secretary Blackman for his report.

Rector Davis noted the conclusion of the committee reports.

Rector Davis noted that Visitor Bhuller has agreed to be the second of two BOV Online Education liaisons. He further noted that she and Vice Rector Hazel are the current liaisons working with Vice President Marks.

VIII. Closed Session

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Witeck that the Board go into Closed Session pursuant to Virginia Code Section 2.2-3711. A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation and other legal matters. Section 2.2-3711. A.1 to discuss a personnel matter pertaining to a specific employee. Section 2.2-3711. A.29 to discuss the award of a public contract involving the expenditure of public funds pertaining to the discussion of potential partnership. Section 2.2-3711. A.9 to discuss gifts, bequest, and fundraising activities pertaining to the discussion of gifts in support of the law school. And Section 2.2-3711. A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice, concerning the aforementioned issues.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Reagan that the Board go back into public session and further moved that by ROLL CALL VOTE that:

1. Only public business matters lawfully exempted from open meeting requirements
2. Only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board.

Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that in his, or her judgment, has taken place.

Rector Davis opened the floor for discussion. There was none.

Roll call was taken, all present members responded in the affirmative.

Rector Davis clarified that those appointed to the tasks discussed to include the online education initiative, the Arlington campus initiative, and the SACSCOC reaffirmation would do so as liaisons. He noted that they would meet and report back to the Board, and were not serving on a formal sub-committee.

Rector Davis opened the floor for any other business to come before the Board. There was none.

IX. Adjournment

Rector Davis adjourned the meeting at 3:14 p.m.

Respectfully submitted,

Leslie Barton
Secretary pro tem

Attachment 1: Faculty Senate Statement on the Presidential Search Process *(3 pages)*
Attachment 2: Exclusion Resolution on Classified Information Access for A. Holton) *(2 pages)*
Attachment 3: Resolution to Proceed to Tier III *(2 pages)*
Attachment 4: Vote on Resolution to Proceed to Tier III *(1 page)*
Attachment 5: Capital Lease Resolution: Amendment – GMUF & PW Housing LLC *(2 pages)*
Attachment 6: Sci-Tech Campus Renaming Resolution *(2 pages)*

FACULTY SENATE STATEMENT ON THE PRESIDENTIAL SEARCH PROCESS[1]

With regard to the process of a search for a University president, the Faculty Handbook (Section 1.2.5) states, "The search and selection process must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency."

On November 6, 2019, the Faculty Senate passed a motion that calls for "…a public forum for each finalist where s/he is invited to give a presentation to include the General Faculty, as well as students and staff, followed by a question and answer period;" for "faculty, students and staff [to] be invited to submit feedback regarding each finalist to the search committee"; and for "this phase of the search … [to] be of adequate duration to allow for the search committee's consideration of such feedback."[2]

In line with the Faculty Handbook and with this motion, the Faculty Senate views the following as viable methods for meaningfully engaging faculty input in the search process:

1. Multiple finalists should engage in the process of meeting with faculty.
2. Each finalist should have a live (synchronous) meeting with the faculty – this meeting can be held in person and/or remotely.
3. All faculty who participate in a meeting with a finalist should be given an opportunity to provide feedback to the search committee, which the search committee would then incorporate into their final report and recommendations to the BOV.
4. The meeting would be held in one of the following formats, listed in order of preference[3]:
    a. Finalists meet with faculty in a completely open meeting
    b. Faculty who participate in the meeting sign a 'code of ethics' similar to that used by the search committee, which includes a statement about respecting confidentiality of finalists.
    c. Live meeting is held in some way that hides the identity of the finalist (e.g., in the style of a "chat room")
5. The meeting would be open to one of the following groups of faculty, listed in order of preference[4]:
    a. Meeting is open to all general faculty (with option to participate remotely)
    b. Meeting is open to Faculty Senators only (in line with Section 1.3.1 of the Faculty Handbook that states, "The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level."
    c. Meeting is open to a set number of general faculty on a "first-come, first-serve" basis, with no option to participate remotely
6. The meeting will include a presentation to the faculty, followed by a Q&A session that is run in one of the following ways, listed in order of preference[5]:
    a. Open Q&A session after the presentation, where any faculty can ask questions on a "first-come, first-serve" basis
    b. Engage in a "question development" process, whereby a set of questions is selected and then asked by faculty representative(s) on the Search Committee (or another appropriate faculty representative)

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[1] The motion to endorse this statement was passed by Faculty Senate ballot vote on 12/4/19, 22 – 18.
[2] See Appendix A for the full motion.
[3] Order of preference determined by Faculty Senate ballot vote on 12/4/19. See Appendix B for specific vote tally.
[4] Order of preference determined by Faculty Senate ballot vote on 12/4/19. See Appendix B for specific vote tally.
[5] Order of preference determined by Faculty Senate ballot vote on 12/4/19. See Appendix B for specific vote tally.

APPENDIX A
RESOLUTION ON PRESIDENTIAL SEARCH PROCESS[6]

Whereas, the *George Mason University Faculty Handbook* (provision 1.2.5), states, "The Board of Visitors provides for participation on presidential search committees by faculty who are elected by the General Faculty;"

And, whereas the *George Mason University Faculty Handbook* states, "The search and selection process must include opportunities for the General Faculty to meet with candidates who are finalists for the presidency;"

And, whereas "The *George Mason University Faculty Handbook* defines and describes the conditions of full-time instructional, research, and clinical faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance;"

Now, therefore be it resolved that the George Mason University Faculty Senate calls for a search process consistent with the requirements of the Faculty Handbook to include a public forum for each finalist where s/he is invited to give a presentation to include the General Faculty as well as students and staff followed by a question and answer period;

And, be it further resolved that faculty, students and staff be invited to submit feedback regarding each finalist to the search committee;

And, be it further resolved that this phase of the search should be of adequate duration to allow for the search committee's consideration of such feedback.

[6] This motion was passed by Faculty Senate ballot vote on 11/6/19, 29-12.

APPENDIX B
PRESIDENTIAL SEARCH COMMITTEE – FACULTY MEETING OPTIONS BALLOT VOTE TALLY

Total Number of Ballots = _39[7]_____ **Majority (50%) = ____20_____**

Open/Confidential Meeting:

	Top	2nd	3rd	Unacceptable
Meeting is completely open	20	6	6	5
Faculty participants sign code of ethics including maintaining confidentiality of finalists	14	8	3	11
Finalist identity is hidden (e.g., chat room)	4	9	5	19

Meeting Participants:

	Top	2nd	3rd	Unacceptable
All general faculty, with remote option to accommodate all who want to attend	23	2	4	7
All general faculty, on "first-come, first-serve" basis, with no remote option	0	14	4	16
Faculty Senators, as representative of general faculty (per FH Section 1.3.1)	13	6	7	11

Style of Q&A:

	Top	2nd	Unacceptable
Open to faculty participants on "first-come, first-serve" basis	20	10	6
"Question development" process to arrive at set of questions, which are then asked by a faculty representative (e.g., one of the faculty representatives to the Search Committee)	17	10	11

[7] Not all ballots had rankings for each option.

ITEM NUMBER VI.A:	**Exclusion of the interim President from the National Industrial Security Program personnel security clearance requirement.**
PURPOSE OF ITEM:	This Action Item is required to avoid the requirement for interim President Anne Holton to obtain a personnel security clearance.
BRIEF NARRATIVE:	Under the provision of the National Industrial Security Program, the senior management official and the Facility Security Officer must always be cleared to the level of the Facility Clearance Level (FCL). The University has a Top Secret FCL which allows researchers to work on classified contracts up to and including the Top Secret level. The Facility Security Officer possesses the required Top Secret clearance. During the time that Ms. Holton is serving as interim president while a search for a new president is conducted, Dr. Deborah Crawford, Vice President for Research, Innovation, and Economic Impact, has been appointed to the role of senior management official. Dr. Crawford possesses the required Top Secret clearance. Both the President and other officials as determined by the "Cognizant Security Agency" (CSA) must be granted personnel security level clearances or be excluded by formal resolution. Our CSA, the Defense Counterintelligence and Security Agency, has determined that President Holton must be effectively excluded from all classified information disclosed to the organization. This exclusion must be made a matter of record by the University's executive body.
STAFF RECOMMENDATION:	Staff recommends Board approval

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

WHEREAS, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the eligibility requirements for access to classified information established for a contractor facility clearance; and

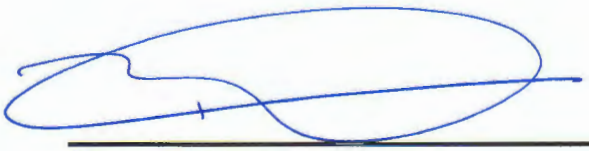
WHEREAS, said Department of Defense Regulations permit the exclusion of certain officers from the requirements for access to classified information, provided that this action is recorded in the corporate minutes.

NOW THERFORE BE IT DECLARED that Dr. Deborah Crawford, Vice President for Research, Innovation, and Economic Impact, has been appointed as Senior Management Official while the search is conducted for a new president. Dr. Crawford and the Facility Security Officer possess the required eligibility for access to classified information; and

BE IT RESOLVED that, when a new president is selected that individual, if they do not already possess such, shall immediately apply for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that Interim President Anne Holton shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 12 December 2019



Horace L. Blackman – Secretary
Board of Visitors
George Mason University

ITEM NUMBER IV.A.: **RESOLUTION FOR BOARD OF VISITORS TO AUTHORIZE SENIOR MANAGEMENT TO ENTER INTO NEGOTIATIONS WITH GOVERNOR AND APPROPRIATE CABINET SECRETARIES TO DEVELOP A MANAGEMENT AGREEMENT UNDER THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT (ACTION)**

PURPOSE OF ITEM: Mason is requesting to enter negotiations for additional delegated authority under the Commonwealth's Restructured Higher Education Financial and Administrative Operations Act of 2005 ("the Act").

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Act affords Virginia institutions of higher education the opportunity to operate at varying levels of authority.

In 2005 Mason was granted delegated authority regarding surplus property, leasing and easements ("Tier 1" or "Level 1"). In 2009, Mason was granted delegated operational authority in the areas of Procurement and Information Technology ("Tier 2" or "Level 2"). In 2016, pursuant to a five-year pilot program, Mason was granted additional delegated authority for capital projects and certain financial operations ("Tier 2.5" or "Level 2.5"). This authority is currently scheduled to terminate on June 30, 2021.

In order to preserve its delegated authority under Tier 2 and 2.5 and to obtain increased delegated authority, Mason is requesting authority to negotiate a management agreement ("Tier 3" or "Level 3"authority").

In October 2019, Mason obtained an issuer credit rating from Moody's of Aa3, fulfilling a Tier 3 prerequisite.

The Code of Virginia requires a Resolution be passed by the Board of Visitors ("Board") showing an absolute two-thirds of the Board support Mason's request for restructured operational authority under a management agreement. The Resolution also authorizes the President and Senior Vice President for Administration and Finance to enter into negotiations with the Governor and appropriate Cabinet Secretaries to develop a management agreement with the Commonwealth as provided for in the

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY TO AUTHORIZE NEGOTIATION WITH THE GOVERNOR TO DEVELOP A MANAGEMENT AGREEMENT UNDER THE RESTRUCTURED HIGHER EDUCATION FINANCIAL AND ADMINISTRATIVE OPERATIONS ACT OF 2005

WHEREAS, the 2005 Session of the General Assembly enacted Chapters 933 and 945, Acts of Assembly, known as the Restructured Higher Education Financial and Administrative Operations Act (the "Act") now codified at Chapter 10 of Title 23.1, Sections 23.1-1000, et seq. of the Code of Virginia (1950), as amended; and

WHEREAS, on May 11, 2005, the Board of Visitors passed a resolution that committed George Mason University (the "University") to meeting the goals of the Act as set forth in former Virginia Code § 23-38.88.B (now recodified as § 23.1-1002(A)); and

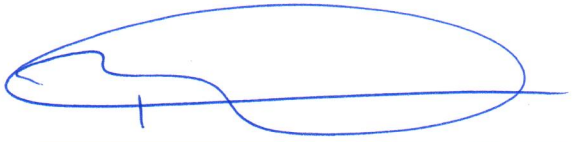
WHEREAS, the Act includes Article 4 (Virginia Code §§ 23.1-1004 et seq.) entitled "Restructured Financial and Administrative Authority; Covered Institutions; Management Agreements," which sets out the requirements for a public university or college of the Commonwealth to gain the greatest degree of authority over financial and administrative operations, subject to certain accountability, audit and reporting measures specified by the General Assembly of Virginia; and

WHEREAS, it is the sense of the Board of Visitors that the University is qualified to be, and should be, governed by the authorizations and requirements set forth in Article 4 of the Act and as may otherwise be prescribed by applicable law;

NOW, THEREFORE, BE IT RESOLVED BY THE RECTOR AND VISITORS OF GEORGE MASON UNIVERSITY, that the Board of Visitors hereby attests to the ability of the University to manage successfully its administrative and financial operations without jeopardizing its financial integrity and stability; and accordingly authorizes the President of the University to submit to the Governor a written request for the University to be governed by Article 4 of the Act, providing a copy of such written request to the Chairpersons of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Finance, and the Senate Committee on Education and Health. The University's request shall be supported by the documentation called for by 23.1-1004 and 23.1-1005 of the Virginia Code, including documenting the University's expertise and resources to perform successfully its public educational mission and setting forth its performance and accountability standards; and

BE IT FURTHER RESOLVED, that the President and Senior Vice President for Administration and Finance are authorized to enter into negotiations with the Governor and appropriate Cabinet Secretaries to develop a management agreement with the Commonwealth as provided for in the Act that will grant the greatest degree of financial and managerial autonomy to the University as provided in Article 4, which management agreement shall be submitted to the Board of Visitors for its review and approval.

Adopted: December 12, 2019



Horace L. Blackman – Secretary
Board of Visitors

GEORGE MASON UNIVERSITY
BOARD OF VISITORS

Vote on Resolution to Proceed to Tier III

Meeting Date: December 12, 2019

NAME	PRESENT/YES	ABSENT/NO
Bhuller, Simmi	X	
Blackman, Horace	X	
Chimaladinne, Anjan	X	
Davis, Thomas	X	
Hazel, James	X	
Iturregui, Juan Carlos	X	
Kazmi, Mehmood	X	
Marquez, Wendy		Absent
Moreno, Ignacia	X	
Moss, Carolyn	X	
Prowitt, Nancy		Absent
Reagan, Paul	X	
Rice, Edward	X	
Roth, Denise, Turner	X	
Witeck, Robert	X	
Zuccari, Lisa	X	

Leslie Barton
Secretary pro tem

December 12, 2019
Date

ITEM NUMBER IV.B.: **RESOLUTION TO APPROVE AN AMENDMENT OF CAPITAL LEASE WITH GEORGE MASON UNIVERSITY FOUNDATION ("GMUF") PRINCE WILLIAM HOUSING LLC (ACTION)**

PURPOSE OF ITEM: GMUF is completing a taxable, fixed rate, refunding of their 2011A tax-exempt and 2011B taxable Prince William County Industrial Development Authority Revenue Bonds (GMUF Prince William Housing LLC Project). GMUF and GMU will be entering into an amended capital lease due to the refunding of the bonds on Beacon Hall, a housing and retail building on Science and Technology campus.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE: The Commonwealth of Virginia requires a Resolution be passed by the participating institution's governing body and approval by the Treasury Board prior to the University entering into a capital lease. This capital lease amendment will be executed in conjunction with GMUF's refunding. GMUF's new financing is anticipated to close on or before March 31, 2020. This advance refunding is being executed in order to reduce the University's annual lease payment obligation.

This required resolution will allow the University to enter into an amended capital lease with GMUF Prince William Housing LLC and authorize the President and/or Senior Vice President for Administration and Finance to approve, execute, and deliver all related documents necessary for the University to enter into an amended capital lease with GMUF for this bond refunding.

STAFF RECOMMENDATION: The staff recommends BOV approval of this resolution.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY TO APPROVE AMENDMENT OF CAPITAL LEASE FOR STUDENT HOUSING BUILDING IN PRINCE WILLIAM

WHEREAS, the Industrial Development Authority of the County of Prince William issued its Tax-Exempt Student Housing Revenue Bonds (George Mason University Foundation Prince William Housing LLC Project) Series 2011A (the "Series 2011A Bonds") in the original aggregate principal amount of $14,640,000 and its Taxable Student Housing Revenue Bonds (George Mason University Foundation Prince William Housing LLC Project) Series 2011B (the "Series 2011B Bonds" and, together with the Series 2011A Bonds, the "Series 2011 Bonds") in the aggregate principal amount of $985,000 for the benefit of George Mason University Foundation Prince William Housing LLC (the "LLC") in connection with the acquisition, construction and equipping of a student residence hall consisting of approximately 152 beds and common/support spaces, in approximately 80,858 total square feet of space, plus associated parking, approximately 10,000 square feet of university program space and approximately 15,000 square feet of unimproved shell space (collectively, the "Facilities"), all with respect to a building owned by the LLC and located across George Mason Circle from the Hylton Performing Arts Center at the western edge of the Prince William Campus of George Mason University (the "University"); and

WHEREAS, in connection with the issuance of the Series 2011 Bonds, the University entered into a capital lease (the "Lease") between the LLC, as lessor, and the University, as lessee, with respect to certain premises, including the Facilities; and

WHEREAS, the LLC has determined to refinance its debt incurred in connection with the issuance of the Series 2011 Bonds (the "Refinancing"), which debt is secured, in part, by an assignment of the rent payments made by the University pursuant to the Lease;

WHEREAS, in order to facilitate the Refinancing, the University wishes to enter into an amendment of the Lease (the "Amendment") to adjust the rent payments thereunder and update certain provisions thereof; and

WHEREAS, the proposed terms of the Amendment have been presented to the Board of Visitors of the University (the "Board").

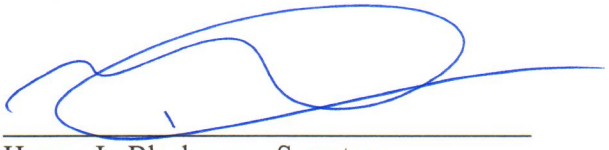
NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY THAT:

1. The Board hereby authorizes the University to enter into the Amendment consistent with the terms presented to the Board.

2. The President and the Senior Vice President for Administration and Finance, either of whom may act alone, are hereby authorized and directed to execute and deliver the Amendment and all related certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the Refinancing.

3. The resolution shall take effect immediately.

Adopted: December 12, 2019



Horace L. Blackman – Secretary
Board of Visitors

ITEM NUMBER VI.B.a. : **GEORGE MASON UNIVERSITY OFF-SITE CAMPUS NAMING**

PURPOSE OF ITEM: An organizational change proposal to name George Mason University's off-site campus in Prince William County "George Mason University Science and Technology Campus" has been prepared for the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

BRIEF NARRATIVE: George Mason University's campus in Prince William County was established in 1997 with the opening of its first academic building. The campus was established on 120 acres of land donated to George Mason University for the purpose of establishing a new campus located within the Prince William County Innovation Park, dedicated to be the home of research and technology companies. On March 26, 2015, a resolution was approved by the Board of Visitors to name the campus in Prince William County the "George Mason University Science and Technology Campus."

A proposal for the organizational name change was not submitted to SCHEV subsequent to the Board's approval. SCHEV's requirement that Board of Visitors' approval be awarded within two years of SCHEV submission has expired. New approval by the Board of Visitors for the naming is required.

STAFF RECOMMENDATION: Staff recommends Board approval.

RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

Whereas, Prince William County Economic Development promotes the County as the place "Where Technologies Converge," and

Whereas, Prince William County is home to 8,000 businesses and is the location of choice for life sciences companies and forensic research facilities, such as American Type Culture Collection, Coming Life Sciences, Logistech, Virginia Forensics Laboratory, FBI Northern Virginia Resident Agency and Ceres Nanosciences, and

Whereas. the City of Manassas created a "Technology Zone" as part of its economic development strategy, and

Whereas, the City of Manassas is the location of technologically innovative companies such as Lockheed Martin, BAE Systems, Micron Technology and Aurora Flight Sciences, and

Whereas, George Mason University's campus and the Prince William County Technology site – Innovation Park – are both conveniently located off Prince William Parkway with ready access to Interstate 66, State Route 28, and the Manassas Regional Airport, and

Whereas, the campus is a 134-acre comprehensive academic facility that hosts a breadth of disciplines and community activities, and

Whereas, the campus includes many of the University's highly recognized scientific and technological research initiatives, such as the Institute for Advanced Biomedical Research, the Center for Applied Proteomics and Molecular Medicine, and the National Center for Biodefense and Infectious Diseases, and

Whereas, the Prince William County Board of Supervisors donated 120 acres for the establishment of this campus to serve as an academic and research institution to support their economic development initiatives and serve as the anchor institution for northern Virginia's largest technology business site, Innovation Park, and

Whereas, the campus is home to the Governor's School @ Innovation Park, with focus on science, technology, engineering and mathematics, and

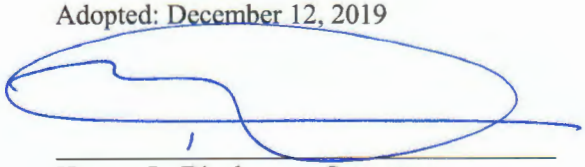
Whereas, the university plans to grow the program offerings and research initiatives in various science and technology disciplines in this campus, and

Whereas, the identification of this campus with scientific and technological academic endeavors, and the development of related businesses and organizations adjacent to the campus, will enhance the reputation of the University and contribute to the economic vitality of Prince William County and the City of Manassas, therefore,

BE IT RESOLVED:

That the campus in Prince William County is hereby officially designated as the "George Mason University Science and Technology Campus."

Adopted: December 12, 2019



Horace L. Blackman - Secretary
Board of Visitors

Dec. 12, 2019
Date

POLICY OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY FOR PUBLIC COMMENT ON UNDERGRADUATE TUITION AND MANDATORY FEE INCREASES

In accordance with § 23.1-307(D) of the Code of Virginia, at least 30 days prior to a vote to increase undergraduate tuition and mandatory fees the George Mason University Board of Visitors (the "Board") will provide students and the public: (1) a projected range of any planned increase in undergraduate tuition and mandatory fees, (2) an explanation of the need for the increase, and (3) notice of the date and location of any vote on any such increase. Additionally, in accordance with § 23.1-307(E), the Board will permit public comment on any proposed increase in undergraduate tuition and mandatory fees prior to any vote referenced in subsection D.

A. Whenever increases in undergraduate tuition and mandatory fees are proposed, the Board will hold a public comment session. The public comment session will be held prior to the Board's regular meeting at which time the Board will consider the proposal. Public notice for this session will be given as required by law.

B. The Rector, Vice Rector, or Secretary of the Board and at least two additional Board members must be present for the public comment session. All members of the Board are encouraged to attend.

C. At the public comment session, prior to receiving public comment, the university administration will present to the Board the background and history of the University's tuition and fees and factors considered in proposing any increases.

D. Each person who wishes to comment at the public comment session must register in advance, following the registration link published on the Board website; individuals must be registered no later than 48 hours in advance of the public comment session. Anyone may provide written comments to the Board through the registration web site, either in conjunction with or in lieu of speaking at the public comment session.

E. The Board will set a time limit for all speakers. In order to maximize the number of speakers able to present their viewpoints within the allotted time, the Board may ask speakers with duplicative comments to shorten their presentation. Because time is limited, speakers are also encouraged to also submit their written comments at the time of registration. Special interest and/or groups of individuals are encouraged to select a spokesperson.

F. All public comment made at the public comment session must be limited to the topic of undergraduate tuition and mandatory fee increases.

G. Dedicated time slots will be reserved during the public comment session for the undergraduate student representative to the Board, should they wish to make comments.

H. Depending on the volume of registrations, not all registrants may have the opportunity to speak. However, all written statements received through the website will be included in the public record of the public comment session and will be provided to the Board. Audio/video presentations are not permitted at the public comment session, but individuals may disseminate written materials to Board members during their speaking time.

I. If time remains during the public comment session after the pre-registered speakers offer their comments, additional individuals who are present may be offered the opportunity to speak.

J. The Board will not respond to oral or written comments.

In accordance with § 23.1-307(F) of the Code of Virginia, the Board of Visitors, through the Rector or his/her designee will provide the public with an explanation for any deviation from the projected range of the planned increase in undergraduate tuition and mandatory fees that it previously provided to the general public. Such explanation will be provided orally or in written form before the Board takes final action on any undergraduate tuition and mandatory fee increase. The Board's minutes will include the written comments and a transcript of the oral comments made at the public comment session.

Adopted: February 27, 2020

_____

Horace Blackman
Secretary
Board of Visitors of George Mason University

President's Report Prepared for
February 27, 2020 Board of Visitors Meeting

Selected Highlights

Board Meeting Preview

Thanks to all of you who have been so engaged in our Presidential Search process and related special meetings. I look forward to seeing everyone at the next regular Board meeting on February 27, 2020. Committees will meet consecutively in the morning, likely on an abbreviated schedule to allow for additional time at the end of the day as needed. One discussion item I will present to the full Board will be a resolution (draft attached) regarding the naming of the new academic building under construction in the center of the Fairfax campus. The resolution will be submitted for a vote during the May meeting. As you will hear, the proposed new name is intended to allow for proper way-finding on campus maps and to allow flexibility to accommodate future changes when an appropriate philanthropic opportunity is identified.

Action items for February will include a proposed Board Public Comment Policy in accordance with new state regulations on proposed increases in tuition, and consideration in the Audit Committee of a recommendation on the reorganization of the university's compliance and risk management operations, which would result in the establishment of a new Office of Audit, Risk, and Compliance as well as new responsibilities for the Audit Committee itself. The Development Committee will hear and discuss a presentation from our independent consultants on the Faster Farther Campaign successfully completed last year. The Finance and Land Use Committee will be asked to act on Room and Board rates for FY2021 and will hear about the recently initiated Campus Master Plan process among other items. SVP Carol Kissal will present some proposed by-law changes to the Board, anticipated to be voted on in May. As always, we are eager for your invaluable feedback.

Leadership Team Transitions

- We are in a time of transition! In addition to the presidential search, we will soon commence a search for a new provost. Provost David Wu, who has served the university with distinction since 2014 and who has been my indispensable partner, was recently announced as the next president of Baruch College in New York. I will appoint an interim provost soon who will work with David in the coming months to assure a smooth transition and will initiate what is expected to be a national search for the next provost with the incoming president.
- We are close to completing searches for new deans for the College of Science and the Law School, with strong finalists for each. An ongoing search for a Vice President for Communications and Marketing is expected to be completed this spring in consultation with the incoming president. Many thanks to the Board members who have served on the hardworking search committees for these positions. We have also made a number of

strong new hires in development, budget and finance, technology and elsewhere whom we will introduce to you at upcoming board meetings. Our wonderful VP for Compliance, Diversity and Ethics, Julian Williams, recently accepted a position at the University of South Carolina, so a search will also be commenced soon for his replacement.

Key Priorities Update

Thanks to our strong team of deans, vice presidents and other leaders, the university's priorities are moving forward boldly despite all the transitions noted above.

- Progress continues on our Tech Talent Initiative. An RFP was issued earlier this month for a Development Partner to Build the Institute for Digital InnovAtion, the next step in the transformation of our Arlington Campus, with a closing date of March 31, 2020. Initial responses have been strong. Meanwhile, Provost Wu is leading a series of town halls to consider the working group's recommendations that we stand up a new School of Computing within the Volgenau School (to-be-renamed College) of Engineering. Final recommendations will be brought to the Board later this spring.
- We continue to investigate whether and how to build an online platform for undergraduate education, a potential major expansion of access for adult learners. We are working with a potential partner to finalize a financial model and are gathering input from faculty and others across the university, anticipating a decision soon on whether to proceed.
- The university continues the second stage of its medical education study, including ongoing discussions with potential partners.
- State Budget discussions are going well for Mason. The Governor's introduced budget was extremely favorable, with $22M over the biennium in catch-up funds for Mason and comparable funds for ODU. The introduced budget also included a revised financial aid formula that benefits schools, such as Mason, with lots of student need and relatively low tuition. Also included was full funding for Mason's participation in the tech talent initiative, including the state share of the new Arlington building. Both the House and Senate have passed budget bills that preserve these elements. The House bill would incentivize colleges to freeze tuition in upcoming years; unfortunately, the incentive funds for Mason are small. The Senate bill instead invests in additional financial aid funds and would help fund faculty salary raises. Both houses seek to address state employee compensation, which would benefit Mason staff. The House bill has some other elements favorable to Mason, and both bills would allow Mason to proceed to plan our next major academic building on the Science and Technology Campus but would delay next funding steps until 2022 for same. The House and Senate budget differences will be resolved in conference in upcoming weeks.
- Pending legislation in the General Assembly will preserve in-state tuition status for DACA students and extend similar benefits to similar undocumented Virginia students. Mason students and I vigorously supported this legislation. Other pending legislation

will essentially mandate for all Virginia public universities gift acceptance policies similar to what Mason has adopted in recent years. Bills to raise the minimum wage and to provide for public employee collective bargaining have passed the House and Senate in different forms and may impact the university depending on how the bills are finalized.

Select Campus Events Since Last Board Meeting

- Mason held its largest Winter Graduation in university history, with more than 4,600 students earning degrees. Alumna Zainab Salbi inspired the students with her personal story of triumph over adversity.
- Two weeks of activities culminated in a highly successful Homecoming weekend Feb 21-22, with the Mason men's basketball team beating St. Joseph's at home and the Mason women's basketball team beating St. Joseph's away.
- Mason's Institute for a Sustainable Earth hosted the first meeting of the Sustainable Development Solutions Network.
- The award-winning Bill T. Jones/Arnie Zane Company came to Mason for a week-long artistic residency, culminating in a world premiere of an extraordinary new dance work in which students and community members participated.
- Mason continues to be a popular spot for presidential campaigns, with visits so far from Elizabeth Warren and Andrew Yang and others expected soon.
- Sadly, a freshman student died in a dorm on campus on Jan. 31. The administration participated in a student-led memorial service and is providing ongoing support to the family and affected students.
- On Feb. 12, an unattended backpack was reported in the Johnson Center and one of the Mason Police K9 units identified it as a potential threat. This led to a mid-day evacuation of the Johnson Center and nearby buildings. Law enforcement and the entire community handled the incident smoothly and the buildings were re-opened later that afternoon.

Select Upcoming Events/Opportunities for Board Participation:

- March 2: The President's Freedom and Learning Forum: "A Conversation About the Power of Symbols, Statues, and Race" (Dewberry Hall)
- March 3, 6-8: Atlantic 10 Women's Basketball Championship (Dayton, OH)
- March 11-15: Atlantic 10 Men's Basketball Championship (Brooklyn, NY)
- March 18: "Talking to Strangers": An Evening With Malcolm Gladwell (Center for the Arts)
- April 2: Finance & Land Use Information Session and Public Comment Session on Tuition and Fees
- April 13-15: P3•EDU Conference
- April 17: Hylton Performing Arts Center 10th Anniversary Celebration Gala
- May 6: Board of Visitors Meeting and Dedication of the Ángel Cabrera Global Center
- May 15: Spring Graduation

President's Report

Access to Excellence:

- See enrollment and graduation information below.
- Mason is transforming the student experience with the completed launch of the Mason Student Services Center front desk and associated technical support as well as new Mason Care coaching and advising network.
- New Mason Impact experiences have been approved in Linguistics, Women's and Gender Studies, Conservation, and Finance in response to student interest.
- ADVANCE has generated 102 new program pathways and more than 1,000 student enrollments. Launched in the fall of 2018, ADVANCE continues to exceed its original enrollment projections. The program welcomed 420 new students this spring. More than 50 ADVANCE students have already matriculated from NOVA into Mason.
- ADVANCE is also making more scholarship support available to students. In addition to more than $1 million in existing scholarship funds provided by the Northrop Grumman Foundation and Micron Technology Foundation, ADVANCE received additional funding of $150,000 from the Jack Kent Cooke Foundation in the fall of 2019 to provide scholarship support for high-achieving ADVANCE students with financial need.
- We continue to examine how Mason can better serve our diverse student population, including adult learners, through online education. With input from faculty and staff, working groups are exploring how to scale our undergraduate online programs, potentially through working with an external partner.

Thriving Together:

- Mason has been selected by American Association of Colleges and Universities to serve as a Truth, Racial Healing, and Transformation Campus Center. Racial Healing Circles training began January 2020.
- Mason is hosting a Freedom and Learning Forum: "A Conversation About the Power of Symbols, Statues, and Race" on March 2, and a conference on "Equal Pay Day: Cost and Consequences in Every Day Life" on March 30.
- To strengthen our efforts around faculty diversity, we have formed a Diversity, Inclusion and Well-being Strategy Group – an initial partnership between Faculty Affairs and Development, CDE, HR, and VSE and CHSS. The group is informing the development of a pilot initiative for inclusive well-being that will engage national best practices for the recruitment of a diverse faculty.
- The results of the Harvard COACHE faculty satisfaction survey were shared in a faculty forum in December and through a new website, and unit-level reports have been shared with academic leadership. The Harvard COACHE Faculty Exit and Retention Survey took place in late fall 2019.

Innovation Engine:

- Mason publicly launched plans for the Arlington Campus expansion, to include the Institute for Digital InnovAtion and School of Computing. The initiative team is exploring ways to market Tech Talent Investment Program (TTIP)-eligible programs within the branding and marketing for the new School of Computing and the Arlington Campus.
- The second stage of the medical education study is making progress, and we will update later in 2020.
- To expand research-intensive graduate programs, a working group, in partnership with the Office of Graduate Education, is developing strategies to maximize student success, leverage internal and external resources, and increase the number of fully-funded graduate assistants to better support research-intensive programs.
- At the end of December 2019, research expenditures for FY20 totaled $85.0M (+$10.8M over the same period last year). The value of proposals submitted through 12/31/19 was $226.0M (-$4.2M over the same period last year).

Talent Ecosystem:

- In support of Mason's effort to launch high-impact multidisciplinary curricular innovations that meet critical student needs, new master's programs are being explored and existing programs refined in alignment with the TTIP initiative through the Arlington Graduate Education working group. Several new and updated majors, programs and certificates have been launched.
- The School of Computing/MS Development working group that was convened to make recommendations regarding the establishment of the School of Computing has released a draft of its report. The working group will meet with faculty and other stakeholders to gather input prior to finalizing the recommendations in March and a tentative launch of the School of Computing in 2020.
- Mason is working on partnerships with the University of Mary Washington, James Madison University and Marymount University to develop pipelines between their undergraduate programs and Mason master's programs. An MOU with UMW was finalized in October and a programmatic implementation is planned for Fall 2020. Partnerships with JMU and Marymount are in the exploration phase.

Development:

- As of January 31, 2020, we have raised $52.8M with $15.3M towards the endowment. We have nearly 4,500 new alumni donors compared to 3,400 at this time last fiscal year.
- We connected with over 200 Mason Alumni employed by Capital One at the "Mason @ Capital One Center" event on January 13, 2020 demonstrating the talent pipeline George Mason is developing for the region.
- We welcomed Lauren Bird and Philippa Moore as Directors of Major Gifts for University Priorities to focus on philanthropic efforts for the Arlington Innovation District among other priorities. Lauren joined the Central Advancement team in late January, formerly

working within Mason Athletics as the Director of Development. Philippa recently joined Mason from George Washington University, formerly as the Chief Development Officer for the School of Nursing.

- In addition, we are pleased to announce Katie Turcotte, Deputy Vice President for Advancement and Alumni Relations effective Monday March 2, 2020. Katie comes to George Mason from George Washington University, where she has most recently served as the Associate Vice President for Strategic Advancement Solutions.
- As a reminder, Giving Day is April 2, 2020 building on the theme "Together, we are Mason." Your engagement and support of George Mason matters. It has an impact on current students and future students.

Student and Alumni Accomplishments:

- The men's swim and dive team this past weekend won their first Atlantic 10 Conference Championship, edging runner-up George Washington and the Patriots' other A-10 rivals in Geneva, Ohio.
- Malek Salhab, an Honors College student and junior neuroscience major, and Fadia Abutaleb, a junior business management major, co-founded the Mason chapter of United2Heal, a nonprofit humanitarian aid organization that collects surplus medical supplies and sends them to areas in need around the world.
- As part of a Capstone case study competition, 11 global and community health students developed and presented to a panel of area health care professionals evidence-based approaches to deter opioid use in Virginia.
- A group of College of Science students, led by Earth systems and geoinformation sciences PhD candidate Yun Li, topped a field of more than 100 teams to win the 2019 Data Science Competition held by the Research Method and Data Science Lab. Their winning entry was a model for improving hurricane intensity forecasts.
- Senior civil and infrastructure engineering major Brandon Krzynefski earned a bronze medal as part of the United States' power tumbling team at the 2019 Trampoline and Tumbling World Championships in Tokyo.
- Oumama Kabli, a 2017 Mason graduate and Army National Guard veteran, received the Thomas R. Pickering Fellowship to enter the Foreign Service. She will become the university's second Fulbright Scholarship recipient to enter the Foreign Service through a fellowship.
- Three Mason alumni working as conservationists at the Smithsonian, and current environmental science and policy graduate student Monika Conrad, are part of the team at the Smithsonian Conservation Biology Institute (SCBI) and the Smithsonian-Mason School of Conservation (SMSC) working to ensure red pandas move off the endangered list.
- Over winter break, 343 Mason students traveled to 28 countries for a variety of classes, including participating in an HIV/AIDS Prevention and Care Program in Botswana, installing a clean water system in Ecuador, studying Irish culture and folklore and

examining post-World War II justice and restitution in Central Europe.Amini Bonane, a senior in the College of Humanities and Social Sciences, was named Miss Black DC USA 2020.

- Graduates Chadra Pittman and Candice Ferreira, who met at Mason in 1991, won a national best friends contest on "Good Morning America."
- Mason alumnus Fernando A. Mico, who began his career as a colorist for Marvel Comics, re-designed the university's Patriot logo for Super Hero Day at the Jan. 5 men's basketball game.
- Mason LIFE graduate Chris Carter was one of 12 athletes selected to compete in the NBA Cares 2020 Unified Special Olympics Game at the NBA All-Star Weekend in Chicago.
- Alumnus Alex Frazier has been named to the Virginia Management Fellows (VMF) program, a fellowship offered by the Commonwealth of Virginia in collaboration with the Office of the Governor and the School of Public and International Affairs at Virginia Tech.
- School of Music alumnus and composer Vincent Oppido has written scores and original music for a number of Hollywood projects including his latest—the Star Wars video game Jedi: Fall Order.
- Brandon Brown, an inmate in the Maine correctional system, is the first Maine prisoner to enroll in graduate school and is on track to graduate this spring with a master's degree from Mason in conflict resolution.

Faculty Accomplishments:

- Mason's Cynthia Lum and Christopher Koper, chief editors of the journal Criminology & Public Policy, have published a special issue on "Countering Mass Violence in the United States" featuring the work of 41 researchers.
- Mason researcher Alicia Hong, a professor in the College of Health and Human Services, and her colleagues in China developed a digital intervention on the popular social media app WeChat to help reduce depressive symptoms in people living with HIV.
- Todd Kashdan, professor of psychology and director of the Well-Being Laboratory, has received a $1.5 million grant from the Chan Zuckerberg Initiative to develop and evaluate a 10-week psychological intervention geared toward enhancing curiosity, self-direction, and purpose in young adults' lives.
- Anna Pollack, associate professor in the College of Health and Human Services, has received a $1.6 million grant from the National Institute of Environmental Health Sciences, an institute within the National Institutes of Health, to study the link between endometriosis and endocrine-disrupting chemicals commonly found in humans' diets and household products.
- University Professor Faye Taxman, director of the Center for Advancing Correctional Excellence within the College of Humanities and Social Sciences, received a Lifetime Achievement Award from the Division of Corrections and Sentencing of the American Society of Criminology.

- The National Endowment for the Arts awarded a Mason multidisciplinary team (CEHD, CHHS, CVPA) $94,000 to support a study examining the effects of arts engagement programs on the health outcomes of older adults.
- John Cook, a research professor at Mason's Center for Climate Change Communication, is developing a smartphone game called "Cranky Uncle" that will teach users to defend themselves from misinformation about climate change.
- University Professor Emeritus Claudio Cioffi-Revilla from the Department of Computational and Data Sciences in the College of Science, and the founding director of Mason's Center for Social Complexity, is among a group of honorees as 2019 Fellows by the American Association for the Advancement of Science (AAAS) as recognition for lifetime contributions to science and technology.
- Biology professor Kathleen Hunt is part of a team of researchers, supported by a National Science Foundation grant, working to understand how blue and fin whales responded to environmental changes over time.
- The National Endowment for the Humanities awarded history professors Michael O'Malley and Matthew Karush $175,000 for their project "Hearing the Americas," a website interpreting the early history of recorded popular music from the 1890s to 1925.
- The National Endowment for the Humanities awarded Michele Greet, the director of the Art History program at Mason, $60,000 to research and write a book about 20th-century abstract art from the Andean countries Bolivia, Ecuador and Peru.
- Researcher Antti Pentikäinen, director of Mason's Mary Hoch Center for Reconciliation, has been assisting the government of Finland and the Sámi indigenous people in a truth and reconciliation process. The Sámi, the last living indigenous people in Europe, are the cultural group depicted in animated film "Frozen II."
- Criminology, Law and Society Professor Cynthia Lum, director of Mason's Center for Evidence-Based Crime Policy, is among the 12 educators from around the state honored as recipients of the 2020 Outstanding Faculty Awards from the State Council of Higher Education for Virginia (SCHEV).

Rankings Highlights:

- Mason ranks the highest among all Virginia colleges for the second year in a row for the social mobility of its students, according to a 2019 survey by CollegeNet. Nationally, Mason improved its ranking to 107 out of 1,458 four-year institutions examined – the top 7%.
- Mason has seven online master's programs ranked in the top 50 by U.S. News & World Report led by special education, business non-MBA in accounting, and computer information technology.
- The new four-year degree pathway in cloud computing between Mason and NOVA, and developed with Amazon Web Services Educate, was named Partnership of the Year by Education Dive. The degree pathway will be launched in the fall of 2020 as part of the ADVANCE Program.

- Inside Higher Ed cited Mason as one of the "biggest movers" for online education in 2018. According to federal data of postsecondary enrollment, 12,753 students enrolled online, with 2,164 of that number taking every class online. This is up 25% from the previous year's number of students enrolled online.
- Best Value Schools ranked Mason's biology bachelor's program No. 1 in the country.
- 24/7 Wall St., using data from the American Bar Association, listed Mason's Antonin Scalia Law School as the 20th most difficult U.S. law school to get into, USA Today reported.
- For the 10th year in a row, Mason has been named one of the Best Workplaces for Commuters for offering employees exceptional commuter benefits.

Enrollments – US Only:

- Total US enrollment is on track, +583 students year-to-date, including +567 undergraduates and +18 graduate students. Fall-to-spring retention rates hold steady at 95.0% (-0.9% from last year), as does the 2013 Cohort six-year graduation rate at 70.6% (+0.7% from last year).

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
UGRD Enrollment	23,062	23,812	24,987	26,192	26,662
GRAD Enrollment	10,368	10,556	10,420	10,524	10,601
LAW Enrollment	495	536	553	600	600
Total Enrollment	33,925	34,904	35,960	37,316	37,863
Retention (1yr FTF)	87.2	87.5	87.8	86.7	86.4
Grad Rates (6yr FTF)	69.3	69.8	70.8	70.0	70.6

Enrollments – US + Korea:

	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
UGRD Enrollment	23,249	24,097	25,323	26,553	27,054
GRAD Enrollment	10,368	10,556	10,421	10,524	10,601
LAW Enrollment	495	536	553	600	600
Total Enrollment	34,112	35,189	36,297	37,677	38,255

Legislative Update – Federal:

Mason Congressional Briefing on Fentanyl Trafficking: Louise Shelley, Director of Mason's Terrorism, Transnational Crime and Corruption Center, in partnership with representatives from Altana Technologies, presented innovative new research on the online marketing of fentanyl and its global supply chains to Hill staff. They shared their recently completed analysis of Chinese websites that make fentanyl easily purchasable by American consumers. By combining this analysis of online sellers with trade data from China and Mexico, a global picture emerges of the key fentanyl traders and their distribution networks.

Mason Submits Comments on the Dept. of Education's Proposed Changes to Sec. 117: Mason wrote to the Office of Management and Budget expressing concerns about the Department of Education's request for emergency review regarding Foreign Gifts and Contracts Disclosure. ED's proposal would shorten the timer period for reporting from 30 to 10 days and would require colleges to disclose identities of foreign donors, turn over copies of gift or business contracts, and report foreign funds received through independent organizations like research foundations. Previously, colleges were only required to disclose the value of a gift or contract as well as the country of the donor or business partner. It would expand the number of data entries from 13 to 69 and significantly increase the amount of time and cost to comply.

Mason Small Business Development Centers Make Case on the Hill – Jody Keenan, Director of the Statewide Small Business Development Centers (SBDC) program located at Mason, her colleague Susan Lee-Merrow, and Mason Federal Government Relations Director Kerry Bolognese visited Virginia Congressional offices to explain the operation and impact of SBDCs statewide and in each Congressional district.

Meeting with the U.S. Geological Survey – Mike Sandler, Interim VP for Communications and Marketing, and Kerry Bolognese, Director of Federal Government Relations, participated in a meeting of the U.S. Geological Survey communications officers from around the country. Mike gave a presentation on communications strategy and best practices for public outreach.

Legislative Update – State:

The Mason government relations team, Board members and other Mason supporters and I have continued to engage with our legislators and key members of the executive branch on legislative, budget and new initiatives. Some highlights include:

- Hosted members of the House Appropriations Committee and the Senate Finance and Appropriations Committee on our Science and Technology Campus for their annual budget hearings held in advance of the legislative session.
- Met with Secretary of Education Atif Qarni, Secretary of Finance Aubrey Layne, Secretary of Commerce and Trade Brian Ball and Secretary of the Commonwealth Kelly Thomasson

as well as numerous senators and delegates to discuss Mason's initiatives and strategic goals.
- Hosted Mason's Alumni Association's well-attended Legislative Reception, in conjunction with the State Government Relations team, in Richmond on February 5th.
- Hosted Mason Lobbies on February 6th where more than 50 Mason students met with 34 legislative offices to discuss their key legislative issues and priorities. Majority Leader Charniele Herring and Senator Jeremy McPike, both esteemed alumni, met with the students and then recognized them in the full House and Senate.

President's Other External Activities & Speaking Engagements:

- Attended a briefing with The Community Foundation for Northern Virginia and JBG Smith on Amazon's new headquarters.
- Represented Mason at a meeting of Commonwealth agency heads regarding Small, Women-owned, and Minority-owned business procurement targets.
- Attended and provided remarks at an Advancement event at Capital One which was hosted by Mason Alum Barry Mark and Tyler Saunders. There are nearly 600 Mason alums that work at Capital One across the United States.
- At a working lunch with Anne Kress, President of NOVA Community College, and Scott Brabrand, Superintendent of Fairfax County Public Schools, discussed the ADVANCE initiative, educator preparation, teacher shortages, dual enrollment programs, professional development for FCPS teachers, tech talent, and other mutual topics of interest.
- Provided remarks at multiple advancement roundtable discussions with key business leaders throughout Northern Virginia.
- Spoke at a joint Fairfax County Public School/Northern Virginia Community College/Mason Early College Pathway event to provide updates specific to and promoting our ADVANCE initiative at Mount Vernon High School.
- Co-hosted a Northern Virginia Technology Council meeting specific to higher education topics.
- Joined the Virginia Council of Presidents meetings (including General Professional Advisory Committee and SCHEV sessions).
- Engaged in various development and cultivation activities with donors, business leaders, and 123 Club sessions.

Select President's Internal/Campus-Related Activities & Speaking Engagements:

- Attended the OSCAR Fall Celebration of Student Scholarship & Impact.
- Hosted the annual holiday gathering at the Mathy House and attended Mason holiday celebrations at the Fairfax, SciTech, and Arlington campuses.
- Presided over two winter graduation ceremonies.
- Offered remarks at Advancement's Faculty and Staff Donor Appreciation Reception.

- Provided remarks at the First Pitch Dinner, an annual event supporting Mason's baseball program. Davey Martinez, Washington Nationals Manager, was the keynote and was introduced by Nationals broadcaster Phil Wood.
- With Provost Wu, engaged with Mason faculty on topics of interest including SACSCOC reaffirmation, free speech on campus, and updates from Richmond at a general faculty meeting.
- Attended a performance of *What Problem?,* a dance piece featuring students from the School of Dance, the School of Music, and other departments and disciplines. Provided remarks at reception following the performance.
- Continued monthly dinners with students at Mathy House, most recently with adult learners in the Bachelor of Individualized Study (BIS) program.
- Met with the President's Student Advisory Group to discuss topics of consequence to Mason students.
- For the current cohort of Leadership Legacy, facilitated a discussion on the topic of leadership.
- Attended the Homecoming Indoor Alumni Tailgate and basketball game.
- Hosted monthly recognition ceremonies for Mason's Employees of the Month.

President's Outside Board Service:

- Virginia Board of Education
- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- American Council on Education National Task Force on Transfer of Credit (Co-Chair)

ITEM NUMBER IV.A: **Core Campus Project Naming Resolution: Horizon Hall**

PURPOSE OF ITEM: To give the Core Campus Project a more permanent name for ordering of signage and for use in university materials.

BRIEF NARRATIVE: The new academic building that will anchor the Fairfax Campus requires a distinctive name that is flexible enough to accommodate future naming opportunities. The building's name should convey exploration and learning, the indoor/outdoor nature of the space, and the scope of the university's mission to broaden perspectives. The University Naming Committee, with members from across the university, collected input from a variety of stakeholders, including the College of Humanities and Social Sciences and Mason Innovation Exchange, both of whom will be based in the new building.

STAFF RECOMMENDATION: In compliance with the Board of Visitors naming policy, the Core Campus Project resolution is provided for the Board's first reading at the February 27, 2020 meeting, and vote of approval at the May 6, 2020 meeting.

DRAFT

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

WHEREAS, a state-of-the-art, 218,000-square-foot academic building under construction on the Fairfax Campus is scheduled to open in Spring 2021; and

WHEREAS, the new building, to date referred to as the "Core Campus Project," requires a proper name for the ordering of signage and for use in various university materials; and

WHEREAS, the name must be distinctive but also crafted to accommodate future naming opportunities for a vibrant, globally connected hub for intellectual exploration and transformational learning; and

WHEREAS, the University Naming Committee, with representatives from the student body, faculty, Alumni Relations, Campus Planning, University Libraries and several other Mason offices and departments, gathered input from a broad range of additional stakeholders to generate a list of about 25 naming options; and

WHEREAS, those additional stakeholders included representatives from the College of Humanities and Social Sciences and the Mason Innovation Exchange, both of whom will be based in the new building; and

WHEREAS, the new building will define the center of academic life, aesthetically and practically, on the flagship campus of the largest and most diverse public research university in the Commonwealth of Virginia; and

WHEREAS, the name of the new building should reflect the scope of the university's scholarship and research and the mission to broaden knowledge and perspectives; and

WHEREAS, the design of the new building blends earth and sky with large windows for natural light, complemented by abundant green space, an outdoor amphitheater and a larger and redesigned Wilkins Plaza; now

BE IT THEREFORE RESOLVED that the "Core Campus Project" be hereby officially designated as "Horizon Hall."

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, May 6, 2020

Adopted: May 6, 2020

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Horace L. Blackman
Secretary, Board of Visitors

BOV Bylaws Delegation Authority

BOV Bylaws (Article VII) Delegation Authority

The President of George Mason University, pursuant to authority granted by the Board of Visitors, has delegated authority to sign contractual documents that adhere to the following restrictions:

Contractual Documents – Operating	Not to Exceed
Contracts or other agreements by which the University acquires goods, equipment, or supplies.	**$2,000,000**
Contracts or other agreements by which the University acquires services, including those that generate revenue.	**$5,000,000 one-time or annually**
Contractual Documents – Capital, Real Estate and Lease	
Contracts, leases, or any other documents by which the University leases any of its real estate. *Not to exceed 1 year term*	$250,000 annually
Employment contracts with standard perquisites. *Not to exceed 3 year term*	$500,000 annually
Contracts or other agreements for capital projects that are in accord with the approved budget.	N/A
Sale of goods or services.	$1,000,000

BOV Bylaws (Article VII) Delegation Authority

For consideration at the May BOV meeting, removal of the Bylaws delegation authority related to budgeted contracts or agreements to acquire goods and/or services, equipment, and supplies which will streamline negotiations and increase institutional efficiencies.

Contractual Documents – Operating	Proposed
Contracts or other agreements by which the University acquires goods, equipment, or supplies, other than construction.	**Remove Bylaw Article VII 2 (d)**
Contracts or other agreements by which the University acquires services, including those that generate revenue, but other than construction.	**Remove Bylaw Article VII 2 (e)**

Mason exercises strong mitigating controls to manage increased authority and facilitate the annual escalation in goods and equipment purchases and higher price and volume for service agreements.

Examples of budgeted contracts or agreements that would no longer require Board of Visitor approval:

- $2.5M – MRI machine purchase – NSF Grant (3/2/17)
- $5.5M - $6.5M – Janitorial Services for the campus (7/31/20) – Renewal Option
- $5M - $6M – Shuttle Services for the campus (8/31/20)
- $5M - $6M – Parking and ticketing system (6/30/20)

Peer Institution – Bylaw Comparison

Virginia Commonwealth University

- The Senior Vice President & Chief Financial Officer shall have all the powers and duties related to financial management and such other duties that the President delegates to that office. No specified limits.

The College of William & Mary

- The Senior Vice President is responsible for the effective operation of the physical plant, the auxiliary enterprises, the general purchasing and supply system, human resources, campus security, and the buildings and grounds of the University. Concurrently with the President, the Senior Vice President for Finance and Administration has the authority to transact business in the name of the University. No specified limits.

UVA

- Subject to the direction of the Board and the President, the Chief Operating Officer shall prescribe accounting procedures and practices for the disbursement of all funds, promulgate management policies and procedures for auxiliary services and operations, and institute budgetary policies and controls that will assure the faithful execution of the budgets. The Chief Operating Officer shall see that no expenditures are made without proper authorization. No specified limits.

Board Authority is delegated to the President, who entrusts such authority to the Senior Vice President.